

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

## Participant Workbook

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*Participant Name*

**Module 2 of 2 with CSOs**

**6-7 December 2021**

*facilitated by*

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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
- Explore possible structural and governance solutions for the EII Bridging Solution
- Establish a sustainable dialogue platform for carrying out the Bridging Solution

### 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 multi-stakeholder dialogue and collaboration platforms for the Bridging Solution.

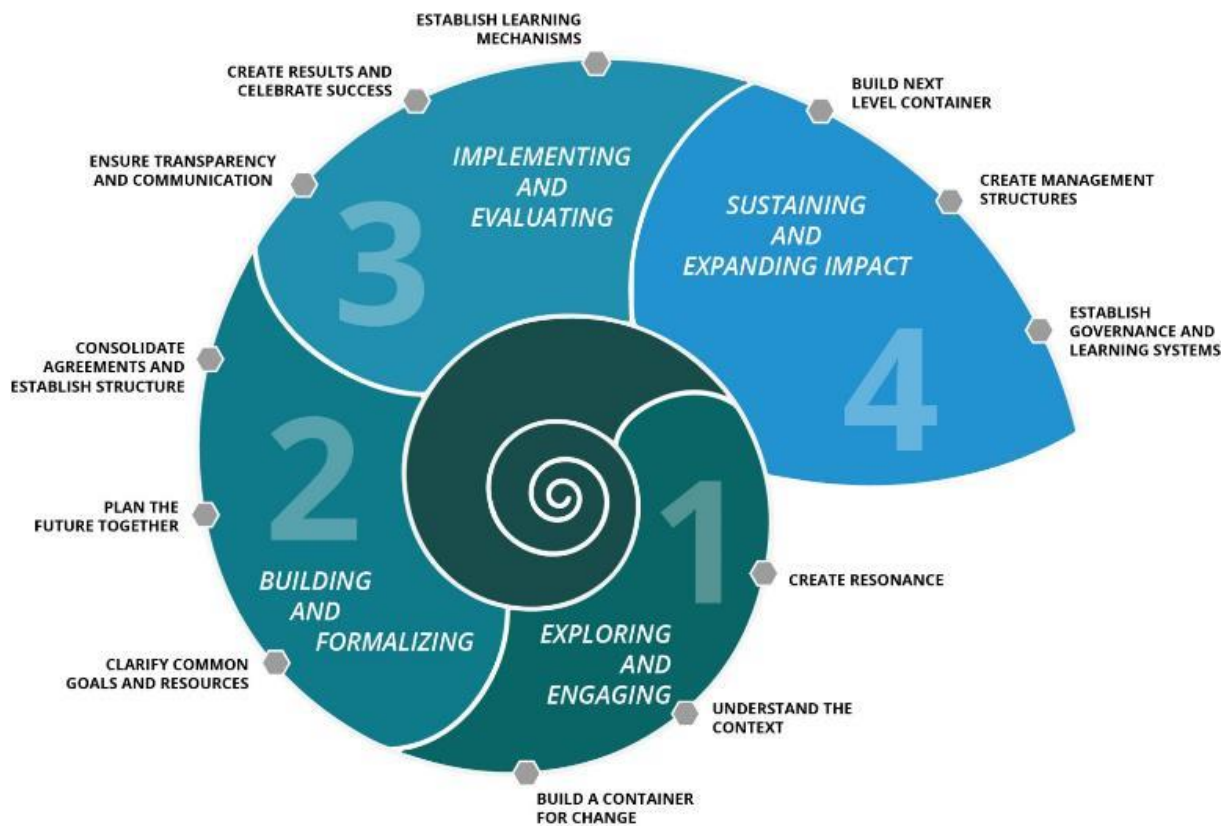
## Day 1: Monday, 06 December 2021

Time (BST)	Session
09:30	<b>Check-in and Recap of Module 1</b>
10:00	<b>Peer Coaching as a Leadership Practice Peer Coaching and Journaling</b> <ul style="list-style-type: none"> <li>• Plenary Discussion on Assignment</li> <li>• Conceptual Input</li> <li>• <b>Group-Work #9 (from Module 1)</b> and plenary Discussion</li> </ul>
11:00	<b>Re-Look at Navigating the Complexity of Collaboration Initiatives: Readiness Check</b> <ul style="list-style-type: none"> <li>• New Developments and Priority Areas</li> <li>• Introduction into FeedForward</li> </ul>
11:30	<b>Coffee Break</b>
11:45	<b>The Dialogic Change Model for the Implementation of Stakeholder Collaboration and Dialogues (Phase 2 – Building and Formalizing)</b> <ul style="list-style-type: none"> <li>• Conceptual input &amp; introduction to broader container</li> <li>• <b>Group work #10: Designing results-oriented events for Multi-Stakeholder Collaboration and Dialogues</b></li> </ul>
13:15	<b>Lunch Break</b>
14:15	<b>Energizer</b>
14:25	<b>Group Work #10 Presentations</b> and plenary reflection
15:15	<b>Coffee break</b>
15:30	<b>Balanced Communication in the Four Action Modes</b> <ul style="list-style-type: none"> <li>• <b>Group Work #6 (from Module 1)</b></li> <li>• Conceptual input and plenary reflection</li> </ul>
16:15-16:30	<b>Check-out and Day 2 Outlook</b>

## Day 2: Tuesday, 07 December 2021

Time (BST)	Session
09:00	<b>Check-in and Day 4 recap</b>
09:30	<b>The Dialogic Change Model for the Implementation of Stakeholder Collaboration and Dialogues</b> <ul style="list-style-type: none"> <li>• Phase 3: Implementing and Evaluating</li> <li>• Phase 4: Sustaining and Expanding Impact <ul style="list-style-type: none"> <li>○ <i>Conceptual input</i></li> <li>○ <i>Introduction to Process Monitoring with the Collective Leadership Compass</i></li> <li>○ <i>Plenary Discussion</i></li> </ul> </li> </ul>
11:30	<b>Coffee Break</b>
12:00	<b>Co-Designing Process Architectures for Enlivening Multi-Stakeholder Collaboration and Dialogues</b> <ul style="list-style-type: none"> <li>• Conceptual input</li> <li>• <b>Group Work #11:</b> Design process architecture for your collaboration process</li> </ul>
13:15	<b>Lunch Break</b>
14:00	<b>Energizer</b>
14:15	<b>Wrapping-up of <i>Group Work #11</i></b>
14:30	<b>Presentations of Process Architectures</b>
15:15	<b>Discussion about next steps and the first Multi-Stakeholder Dialogue in 2022</b>
15:45-16:00	<b><i>Certificates, Check-out and Workshop Closure</i></b>

## 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.

# Dialogic Practices



*Source: Inspired by and adapted from Isaacs, 1999*



## ACTION MODES

### MOVE

#### **without movers**

there is no direction

### BYSTAND

#### **without bystanders**

there is no  
perspective

### FOLLOW

#### **without followers**

there is no  
completion

### OPPOSE

#### **without opposers**

there is no  
correction

(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.

## FEEDFORWARD

Developed by *Marshall Goldsmith* (known for 360-degree Feedback)

### **FeedForward Giver**

- Does not give feedback to the past
- Listens without judgement
- Provides (crazy) ideas, thoughts and suggestions for the future

### **FeedForward Receiver**

- Does not respond or comment
- Takes notes
- Says "Thank you!"

### **Final**

- Mutual appreciation
- Receivers discuss the ideas given at a later stage within their groups

## GROUP WORK #9A: YOUR COLLECTIVE LEADERSHIP LEARNING CONTEXT

### Module 1 Assignment for CSOs

For presentation on 06 December 2021

Please reflect on these questions and take notes below the following questions:

1. Having understood my sector's **passion** for introducing an EII in Bangladesh's RMG sector, what is a **concrete contribution** that I would like to make in the proposed Multi-Stakeholder Dialogue Platform?

.....  
.....  
.....

2. What is a **key challenge** that I see in front of me and the sector I represent?

.....  
.....  
.....

3. Reflecting on the Dialogic Practices from Day 3 of the workshop, which of the four practices (*Voice, Listen, Respect, and Suspend*) do I consider as **my strongest Dialogic Practice? And which is practice is my largest development area?**

.....  
.....  
.....

4. How would improving my development area in the Dialogic Practices help me to address a key challenge I face?

5. ....  
.....  
.....

Please be ready to share your above reflections with your peer coach.

**GROUP WORK #9B: YOUR COLLECTIVE LEADERSHIP LEARNING  
CONTEXT**

**PEER COACHING TASK:**

**Clarify your collective leadership learning context together with your partner (15 minutes each = 30 minutes in total)**

**Take turns in mutual supportive peer coaching. The coach can use the questions below to create a good listening environment.**

- **What is your personal passion regarding EII Multi-Stakeholder Dialogue Platform?**
- **What is a concrete contribution that you want to make in the Multi-Stakeholder Dialogue?**
- **What is a key challenge that you see in front of you?**



**The coachee can share his/her dialogic practice assessment and the coach can ask:**

- **Which are your strong areas in the Dialogic Practices model?**
- **How can your strong Dialogic Practices help you to pursue your passion and make your contribution to EII and the Bridging solution?**
- **How would improving your development areas in the Dialogic Practices model help you to address the key challenge you face?**

**Coachee: Please note any new insights or refinements in your notebook or on the following page.**

**30 minutes**

## Peer coaching as a leadership practice

	<p><b>PRESENCE:</b></p> <p>Awareness, Attention, Mindfulness</p>
	<p><b>LISTENING:</b></p> <p>Attention to thoughts, Respect, no Judgment</p>
	<p><b>INQUIRY:</b></p> <p>Quality of questions ('W-questions'), deeper insights, new perspectives</p>
	<p><b>CRAFTING STORIES OF POSSIBILITY:</b></p> <p>Focus on possibilities: opportunities rather than problems!</p>

## The power of genuine inquiry for creating aliveness

<p><b>Understand and help clarify</b></p> <ul style="list-style-type: none"> <li>• Who?</li> <li>• With whom?</li> <li>• What?</li> <li>• When?</li> <li>• Where?</li> </ul>	<p><b>Go deeper</b></p> <ul style="list-style-type: none"> <li>• How?</li> <li>• Why?</li> </ul> <p><b>Explore possibilities</b></p> <ul style="list-style-type: none"> <li>• What if?</li> </ul>
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## GROUP WORK #10: DESIGNING RESULT-ORIENTED EVENTS FOR MULTI-STAKEHOLDER COLLABORATION IN PHASE 2 OF THE DCM

*Assign roles to ensure high quality dialogue, timely documentation of results, and 10-minute presentation in plenary.*

### **GOAL**

## **Designing the first EII Bridging Solution Multi-Stakeholder Dialogue - February 2022**

### **TASK**

**Step 1:** Note the **name of your multi-stakeholder collaboration** at the top of your slide/flipchart.

**Step 2:** Decide on the overall **purpose of the key event** and articulate it according to desired results:

- **Relationship results** (*How will the relationships have improved among stakeholders?*)
- **Tangible results** (*What will be the measurable or documentable results?*)
- **Process results** (*How will the cooperation capacity be improved? What are the following steps in the process?*)

**Step 3:** Taking the principles of **Phase 1 & 2 of the Dialogic Change Model** as a guide, design a **draft session outline** of your event.

***Please agree on a timekeeper and a presenter.***

**60 minutes**

**Presentation Slide/Flipchart**

Name of Multi-Stakeholder Collaboration: ...  
Time Frame: ...  
Overall Purpose of the Key Event: ...



**Presentation Slide/Flipchart**

**Multi-Stakeholder Collaboration: ...**  
**Event and Date: ...**



Program structure of the stakeholder meeting: How can the program contribute to the previously defined goals at the **relationship** level, the **result** level and the **process** level?

- ...
- ...
- ...

Time	Topics	Sessions	Goals



## Phase 2 of the DCM – Building and Formalizing

### Objectives

Clarifying goals and commitment, establishing resources, creating formal agreements, planning process and joint implementation

### Duration

From 1 day (workshop) to several months (sequence of workshops), characterized by meetings/workshops/ conferences with all relevant stakeholders

### Expected results

- Participating stakeholders identify with being part of collaboration.
- The goal of the collaborative initiative is clear to all stakeholders.
- Agreements to collaborate exist and give structure to move forward.
- The implementation plan has the ownership of all stakeholders.
- Resources for implementation have been committed.
- Stakeholders have agreed to allocation of responsibilities.

## Clarify Common Goals and Resources

### Principles:

- “Going live” with the multi-stakeholder collaboration
- Create a dialogic setting in which goals can be shaped together: Enabling participating stakeholders to feel ownership
- Clarify level of participation and agree on contributions of the involved stakeholders
- Ensure transparency & agree on a plan for further dialogue & distribution of tasks

### Guiding questions:

- Which actors represent the larger system and need to be included in the collaboration?
- How can it be guaranteed that stakeholders feel their views are being taken seriously?
- How can stakeholders be encouraged to develop ownership for an initiative?
- What do we want to achieve? What resources can each actor bring in?

## Plan the future together

### **Principles:**

- Find common ground: Discuss situation analysis and planned changes together with all stakeholders to develop ownership among them
- Embed a common vision of the future in the participating stakeholder groups: Allow the space to “invent” the desired future
- Organize meetings and workshops that engage the stakeholders emotionally in the process, schedule follow-up meetings

### **Guiding questions:**

- Have we taken enough time for Phase 1?
- Are enough stakeholders prepared to shape the future together?
- Have we gathered all necessary perspectives and expertise to shape the future together?
- Which type of processes would assist the actors in jointly shaping the future?
- How can we design stakeholder events that enhance commitment?

## Consolidate Agreements and Establish Structure

### **Principles:**

- Consolidate transparent, trustworthy agreements
- Create a detailed action plan: assign tasks, apply timing, allocating resources
- Decide on form and regularity of internal and external communication
- Agree on implementation structure, procedures, confirm the goals, resources, roles, and tasks
- Formalize the core group and equip them with a mandate by all stakeholders

### **Guiding questions:**

- What support do the participating stakeholders need for the road ahead?

- Which type of agreement is suitable for our specific process?
- How can a plan of action be developed, so that all participants are inclined to support it?
- Are roles and responsibilities for the implementation of the initiative clear?
- Have we scheduled follow-up meetings to ensure process reliability?

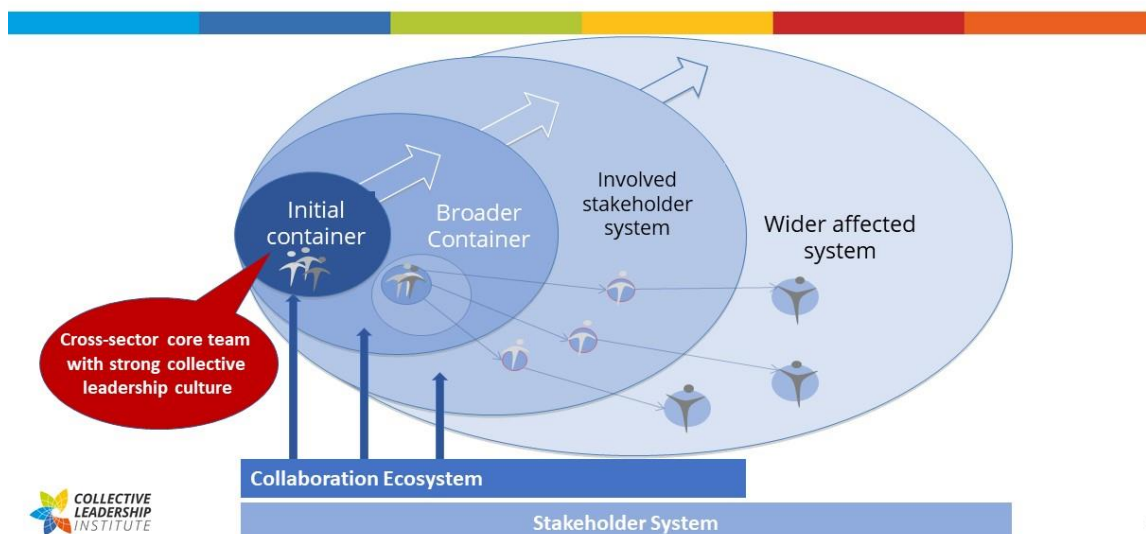
## What is a broader container for change?

The broader “**Container**” is an extension of the initial container and composed of people who are willing to support the Stakeholder Dialogue, get engaged or promote the approach to more and other actors.

A **broader Container** exists if these actors are

- Prepared **to actively participate in** the Stakeholder Dialogues
- **emotionally** engaged with future possibilities
- **committed** to actively contribute to implementing the change jointly

## Building a Community for Change



30

## GOAL SETTING

### When Common Goal is visible:

- Agreements easier
- Win-win solutions possible
- Outcome focus stronger
- Contribution more important than positioning

### When Common Goal is not visible

- Positioning more important than contribution
- Agreements difficult
- Vested interests become more important
- Power play

## Finding emotionally compelling Goals

**“Change towards a world that works for 100% of humanity and the planet” needs emotionally compelling goals that:**

- inspire people to get up in the morning
- touch the human heart
- integrate contribution to humanity
- relate to a bigger picture

### Engaging Colleagues and Stakeholders: Building Commitment for Collective Action

- **CLARITY:** Is the goal clear to everyone?
- **RELEVANCE:** Is the goal relevant to everyone?
- **INVOLVEMENT:** Will everyone be involved and how?
- **CONTRIBUTION:** Is everyone able to contribute to the goal?
- **MEANING:** Is the issue emotionally compelling to everyone?

## PHASE 3 OF THE DCM – IMPLEMENTING AND EVALUATING

### Objectives

Implementing agreed upon or recommended activities, creating showcases for change, evaluating progress and outcomes

### Duration

From several months to years, depending on the issue, characterized by regular review meetings with all relevant stakeholders

### Expected results

Depending on the form and purpose of the Stakeholder Dialogue and area of implementation:

- Showcase of success stories
- Achieved milestones
- Project implementation reports
- Established monitoring systems
- Public communication and media coverage

## Ensure transparency and communication

### Principles:

- Implement **action plan** and evaluate regularly
- Stick to agreed upon procedures and time planning (**process reliability**)
- Schedule frequent **review meetings**
- Keep **all stakeholders involved and sufficiently informed**
- Ensure continuous communication of progress (**quality communication**)

### Guiding questions:

- How do we **keep stakeholders** regularly **informed**?
- Which aspects of the implementation need to be **reliably transparent**?
- How can we ensure **continuity of trust**?
- What measures can help engender **trust** and **strengthen working relationships**?
- Have guidelines been established for **internal/external communication**?

## Create results and celebrate success

### Principles:

- Focus initial implementation where **success** can best be harvested
- Develop 'Prototypes', examples of future broader results (**Good practices**) and make them transparent and known
- Create **positive Public Relation**, announce **success**, collectively **celebrate** achievements

### Guiding questions:

- In which areas can we achieve **quick results more easily**?
- How can we best **convey the showcases** to participating stakeholders and the public?
- How can we **learn from positive results**?
- Which **wider audience** do we need to keep informed about progress?

## Establish learning mechanisms

### Principles:

- Allow for **feedback/evaluation** on a regular basis
- Agree on joint **procedures for monitoring and evaluation**
- Openly discuss **failures**, but also generate **learning from achievements**
- Make sure **all stakeholders support and comprehend learning mechanisms** chosen
- Adjust the **implementation strategy** if necessary

### Guiding questions:

- **How** can we determine if we are on the **right path**?
- **How** can we integrate stakeholder **feedback**?
- **How** can we ensure that stakeholders **feel their input is taken seriously**?
- **How** can we ensure that we **collectively learn from experience**?
- What is our **internal monitoring and evaluation** system?
- **How** can progress best be **measured**?

## PHASE 4 OF THE DCM – SUSTAINING AND EXPANDING IMPACT

### Objectives

Bringing the dialogue to the next level, expanding or replicating dialogue activities, creating long-lasting structures for change

### Duration

Unlimited, depending on issues at stake, purpose and structure

### Expected results

Depending on the form and purpose of the Stakeholder Dialogue and area of implementation:

- Extending the goal and stakeholder participation
- Institutionalizing a successful dialogue form
- Using the experience gathered in dialogue in another process

## Build next level container

### Guiding questions:

- Can we replicate the process at another location?
- Did we correctly assess potential for formalization or institutionalization?
- Are there cooperation partners present who will promote the development, formalization or institutionalization of the Multi-stakeholder collaboration?
- Who are the new stakeholders that need to be integrated to increase the impact?
- What strategies need to be adapted or reviewed?
- How can we create a broader interest group that identifies with the initiative?
- How can we help currently involved stakeholders to become messengers for the further development?
- What alliances need to be maintained?

## Create Management Structures

### Guiding questions:

- What form of structure does developing the Multi-stakeholder collaboration further require?
- Do we need to create an institution or a legal body, or can we integrate the form of dialogue and collaboration into existing institutional procedures?
- What is the management structure that can sustain outcomes?
- How can we ensure the sustainability of results?
- What is an appropriate process architecture for continuation?
- Have we sufficiently attended to people in the creation of new structures?

## Establish Governance and Learning Systems

### Guiding questions:

- What are the learning structures that the continuation of the Multi-stakeholder collaboration requires?
- What governance structure does a Multi-stakeholder collaboration require?
- What expertise is required for successful collaboration?
- How can we integrate further capacity-development measures?
- How can we measure the progress of success?
- Have we re-evaluated/adapted our strategies for Phase 4?
- Have we evaluated the lessons learned and integrated them into the next Phase?



## PROCESS MONITORING WITH THE COLLECTIVE LEADERSHIP COMPASS

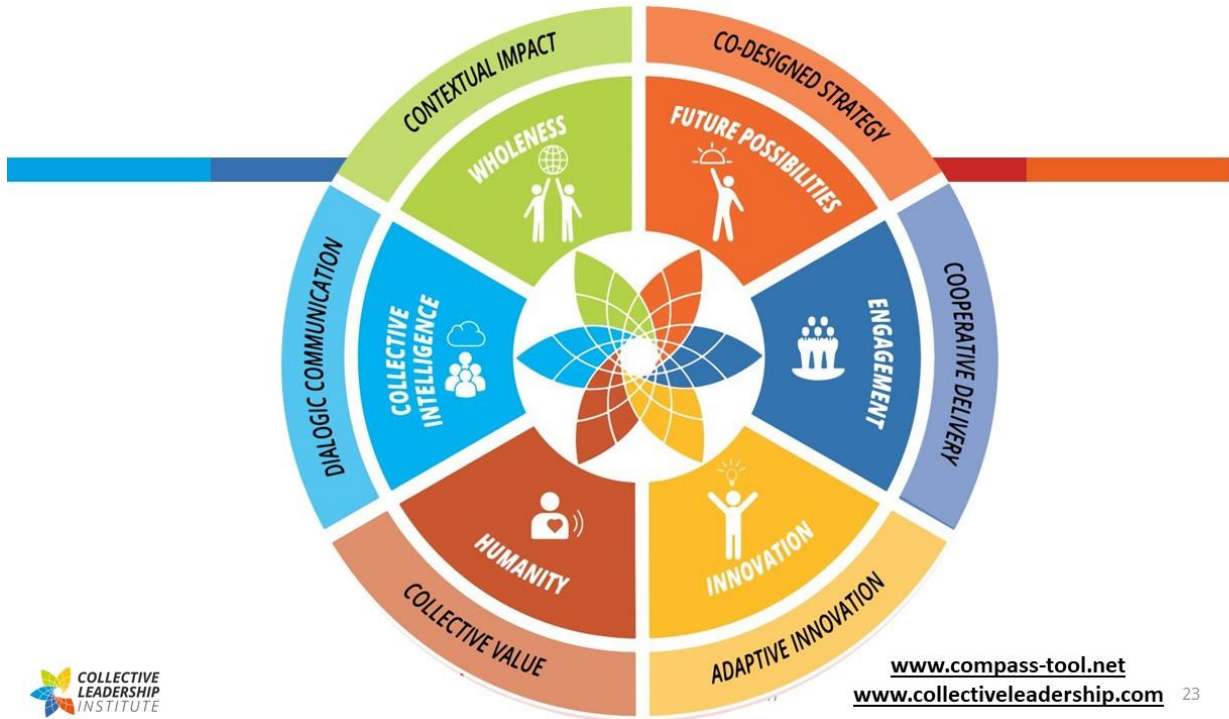
- **Purpose:** track quality of the process design, and of the key success factors.
- Helps to **check** if the **collaboration process** is leading towards expected outcomes
- Can be **applied at different stages** of the collaboration process

### Different Forms of Monitoring

- **Activity** monitoring:
  - Did we do what we agreed to do?
- **Results** monitoring:
  - Have we achieved what we intended to achieve?
- **Impact** monitoring:
  - Does our initiative have the wider impact we envisaged?
- **Process** monitoring:
  - Is our process management on track? How good is the quality of our process?

### The Role of Monitoring in Multi-Stakeholder Collaboration Initiatives

- **Not too early**
- **Jointly agreed or designed:** form, sequence, aspects, indicators
- **Prevent** the impression of **outside control**
- **Self-assessment** rather than external assessment (unless jointly agreed)
- Use instruments that can be **easily understood by everyone**



## Collaboration Ecosystem quality check and process monitoring use the **Collaboration Catalysts**



### Co-designed Strategy

All relevant stakeholders drive strategy and implementation. Enhanced by **goal clarity, inclusivity, and accountability.**



### Collective Value

Balanced influence and integration of weaker stakeholders, the collaboration creates value for all stakeholders. Enhanced by **appreciative approaches, balancing power, and mutual understanding.**



### Co-operative Delivery

Ownership and result-orientation through high-quality processes in the engagement of stakeholders. Enhanced by quality **engagement management, network building, and result-orientation.**



### Dialogic Communication

Communication architectures acknowledge diversity as well as create cohesion and networks. Enhanced by **structured dialogue, governance, and collective learning.**



### Adaptive Innovation

Co-creation of transformation prototypes and attention to emergent opportunities. Enhanced by **creative prototyping, knowledge management, and planning flexibility.**



### Contextual Impact

Change has relevance for stakeholder system and is embedded in larger transformations. Enhanced by **context relevance, capacity building, and impact focus.**



## GROUP WORK #11 CO-DESIGNING A PROCESS ARCHITECTURE FOR ENLIVENING YOUR COLLABORATION ECOSYSTEM

**Assign roles** to ensure high quality dialogue, timely documentation of results, and 10-minute presentation in plenary.

### **Task**

Co-design a **process architecture for the first Multi-Stakeholder Event expected to take place in February 2022** using the provided steps and template as follows:

#### **Step 1 (5 minutes):**

- a) Note the **name of your multi-stakeholder collaboration** at the top of your slide/flipchart.

#### **Step 2 (10 minutes): Review the results from:**

- a) Module 1 (*Stakeholder Mapping and Analysis, Navigating Differences and Phase 1 Readiness Check exercises*), and
- b) Group Work #10 from yesterday

#### **Step 3:** Please start to develop a **process roadmap** to engage your stakeholders.

- a) Use the **examples of elements of a process architecture** to get ideas what can become part of a process architecture
- b) Show how the **sequences of meetings, workshops, communication are related** and contribute to the objectives.

**60 minutes**

## CO-DESIGNING PROCESS ARCHITECTURES FOR ENLIVENING COLLABORATION ECOSYSTEMS

### *Dialogue*

- Focus on consultation, cooperation, trust building, relationship building, inclusivity, mutual understanding

### Strive for a Balance!!

Process architecture for enlivened and functional collaboration ecosystems

### *Structure*

- Focus on structures, roles, agreements, project management, governance, action plans, milestones

## A process architecture shows:

### Who interacts and communicates with whom and when?

- e.g., informal discussions, bilateral conversations, stakeholder interviews, core group meetings,
- e.g., stakeholder workshops, meetings of governance bodies, capacity building events, vision workshops, strategic reviews, innovation labs, policy labs, feasibility studies, etc.

### What takes place at which level and how it is connected?

- Collaborative and dialogic processes taking place in parallel on several levels
- e.g., local, regional, national, international) or
- e.g., parallel processes with specific stakeholder groups (communities, government, businesses, NGOs, research institutions),
- When stakeholders from different levels or groups meet to collaborate and achieve transformative change.

## How is the collaboration initiative embedded in or related to other initiatives?

- e.g., cooperation with other initiatives, e.g. learning and exchange meetings, conferences, and collaboration with similar or overarching initiatives

## Examples for elements of process architectures

### Design Principle #1: FUTURE POSSIBILITIES

- Regular evaluation of the implementation strategy with core containers and key stakeholders
- Meetings to develop, reinforce or adjust the vision

### Design Principle #2: ENGAGEMENT

- Contextual and thematic meetings on different levels,
- Meetings for exchange and planning
- Integration of different levels of collaboration

### Design Principle #3: INNOVATION

- Introduce expert knowledge, new developments, benchmarks;
- Organize field trips or study trips, organize competence building; co-develop prototypes

### Design Principle #4: HUMANITY

- Create space for mutual acquaintance and empathy
- Organize appreciation for achievements and stakeholder contributions

### Design Principle #5: COLLECTIVE INTELLIGENCE

- Organize meetings for structured dialogue
- Allow for dissent before consensus building
- Develop joint situation analyses;
- Organize bilateral talks in case of conflict

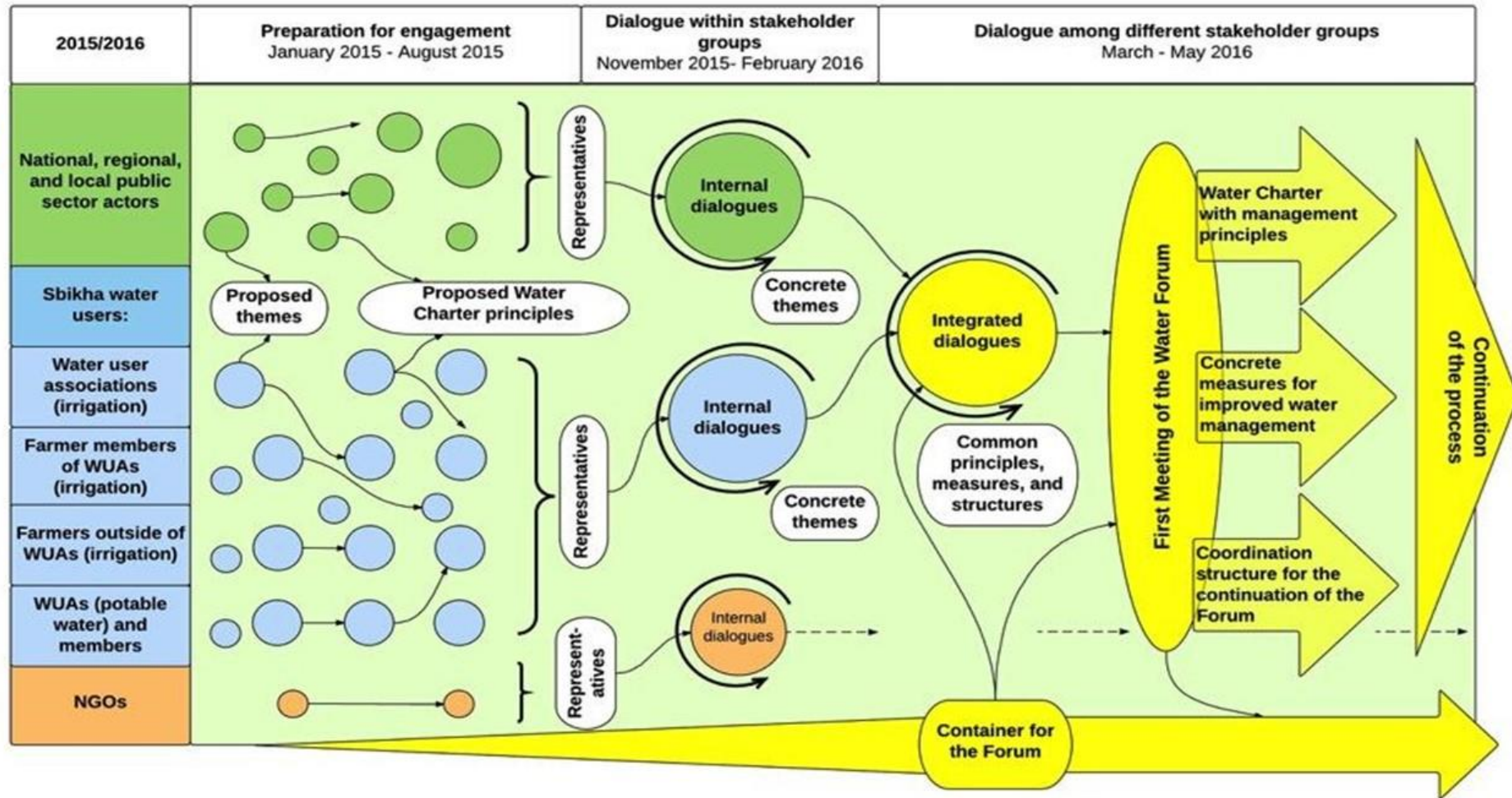
### Design Principle #6: WHOLENESS

- Use meetings to make the contribution to a larger goal tangible
- Organize exchanges with other initiatives,
- Inform about the larger context



**EXAMPLES OF PROCESS ARCHITECTURES**

**Example: Building a collaboration ecosystem for better water resource management in Tunisia**

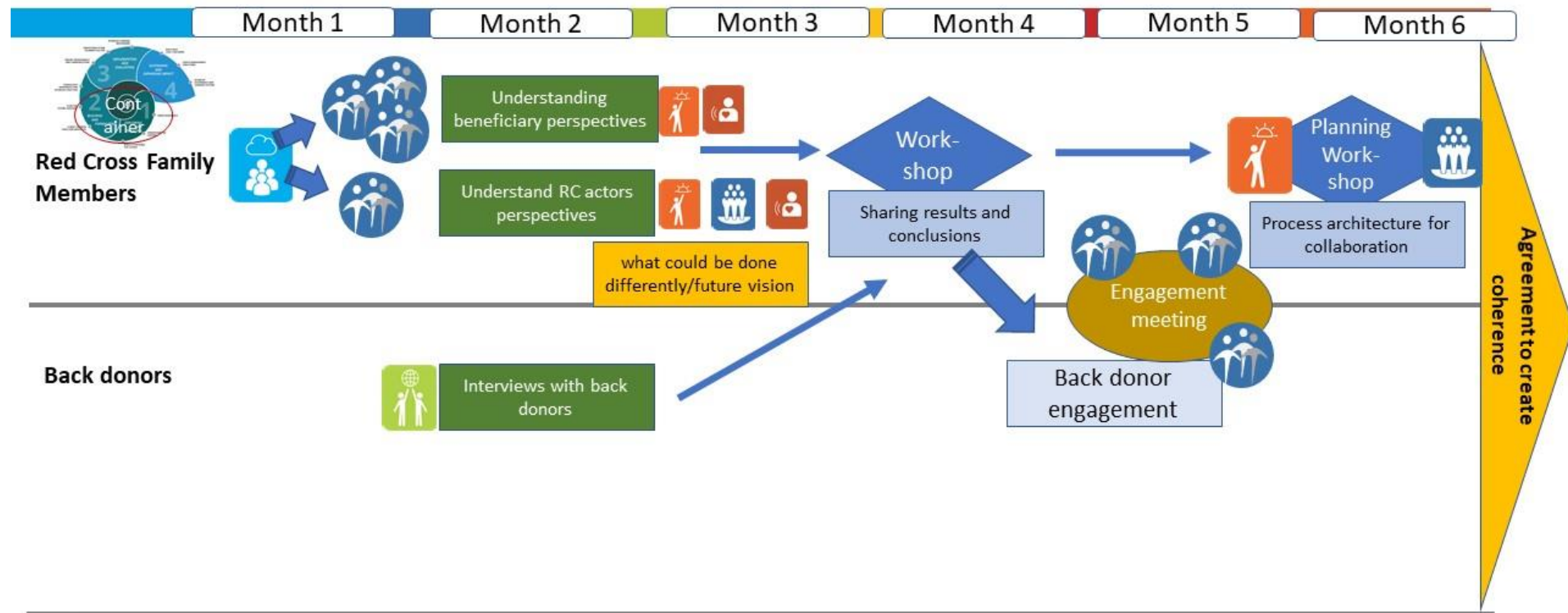


## Example: Building a collaboration ecosystem for better water resource management in Tunisia



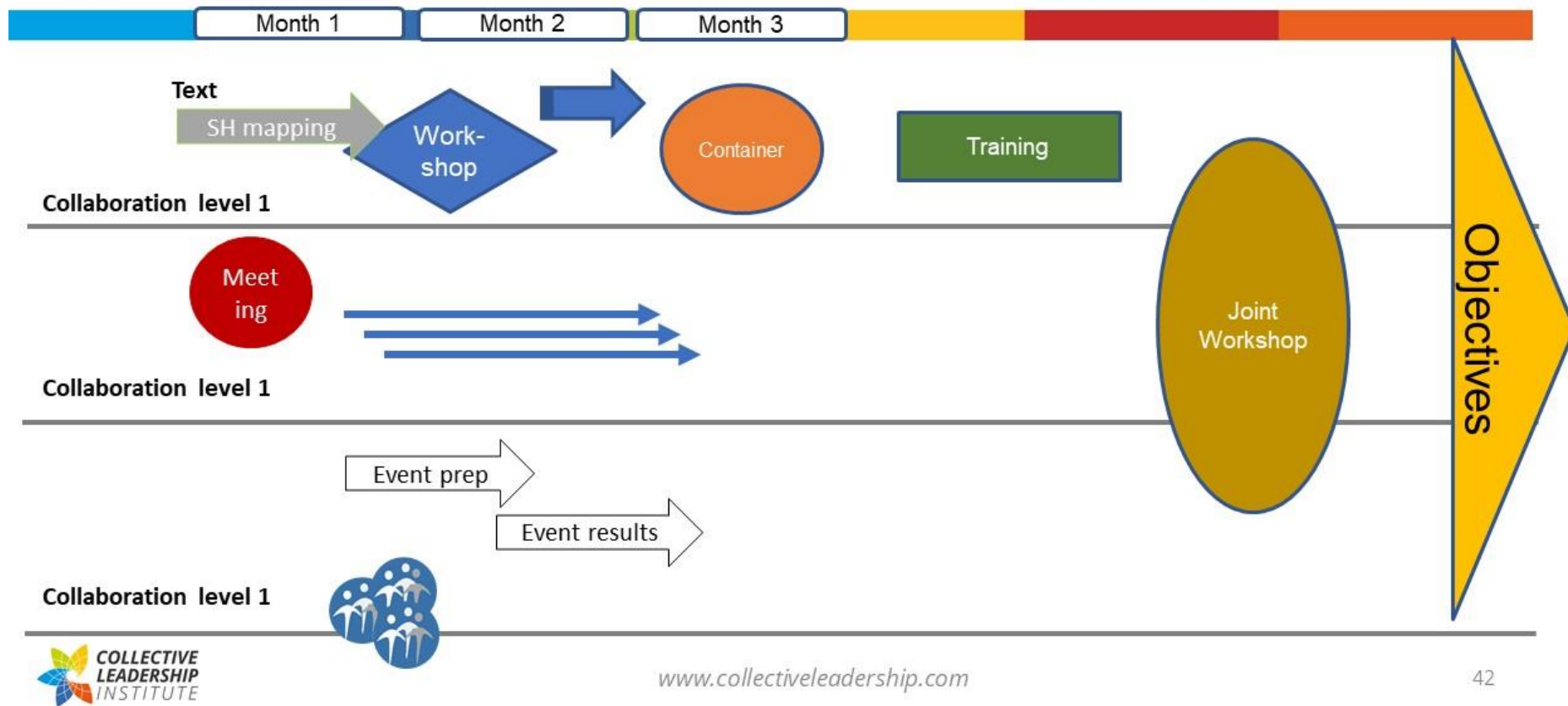


# PROCESS ARCHITECTURE Example





## TOOLBOX PROCESS ARCHITECTURE



## GUIDING QUESTIONS FOR PROCESS ARCHITECTURES

1. In what ways will you provide or encourage opportunities for stakeholders to see how a different future could become possible?
2. How will you help weaker stakeholders to take part in the change and all stakeholders to understand how they can enact change?
3. How and when will you arrive at agreements for joint action, such as roadmaps, plans, and accountability mechanisms?
4. How will you engage stakeholders - separately and together? How will you bring continuity and reliability into the process?
5. In what way will you connect stakeholders, make use of existing networks or support stakeholders to create networks?
6. In what ways will you support stakeholders to work together on concrete results? How will you encourage the establishment of stewarding or steering structures that represent stakeholders?
7. In what way will you create space and opportunities for innovation? How will you encourage creative exchange between stakeholders?
8. How will you bring state-of-the-art knowledge into the processes, and make best practices or innovative approaches known?
9. In what ways will you ensure strategies can be reviewed and adjusted?
10. How will you support collective reflection about facts as well as concerns regarding the situation?
11. How will you bridge power differences and help people to understand each other's interests, constraints and concerns?
12. How will you build trust and create opportunities for people get to know each other as people?
13. How will you ensure regular high-quality conversations and how will you build stakeholders' capacity for dialogue?
14. How will you ensure different perspectives of stakeholders are acknowledged and how will you enhance understanding across stakeholder groups?
15. How will you organize learning and exchange between stakeholder groups?
16. How will you ensure that key (and finally all) stakeholders understand the context well enough?
17. In what ways will you create opportunities for stakeholders to work together and support each other in advancing change?
18. In what ways will you ensure all stakeholders contribute, that their contribution is acknowledged, and that all stakeholders are aware how their engagement and collective action contributes to a larger goal?



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