Participatory Leadership:
A brief overview
A definition of Participatory Leadership

The participatory leadership paradigm is based on respect and engagement.

It constructively focuses energy in every human to human encounter.

A more advanced, more democratic and more effective model of leadership, it harnesses diversity, builds community and creates shared responsibility for action.

It deepens individual and collective learning, yielding real development and growth.
Our experience shows

Leadership **lives** at the point of contact when people meet (including phone and virtually)

**Participatory** leadership is more effective in leading ‘knowledge workers’ (esp change)

Significant **power** resides in directing, orchestrating and facilitating participation

Authentic participation in individual and group **learning** is key to ‘change with a smile’

Change does not happen in the past or future, it can happen in the **now**

Our learning is that ProMeetings are where leadership of knowledge workers **lives**, where authentic power **resides**, where participation is **decided**, where learning **happens** and change **occurs**.
Illustrate these ideas by

Highlighting the academically accepted models underpinning participative leadership

Highlighting the **principles** and **phases** of ProMeet - making a few connections to the ‘theory’
### Standing on the shoulders of giants

<table>
<thead>
<tr>
<th>Big ideas</th>
<th>Leadership Ideas</th>
<th>Other excellent ideas</th>
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<tbody>
<tr>
<td><a href="#">Books</a></td>
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A big idea Towards a participatory worldview

Figure 1 – Five Phases of Western Civilization
Core ideology of a 21st century leadership style
The key leadership ideas underpinning PL

A solid 8 step model of leading change. Clear, tested, understandable.

Kotter’s work strengthened through adding a ‘cooperative mindset’ (participation), ‘boundary spanning’ and ‘productive capacity’.

Excellent, pragmatic, practice based model of leading change. Working with stages and energy. Leadership partnerships are central, model works with emergence.

Advanced models of leadership maturity.

Advanced models of leaning and growth, through expanding awareness and mastering inquiry.
Assembling the best ideas for healthy meetings

- **Facilitator’s Guide to Participatory Decision-Making**
  - Key work on facilitating groups participatively, especially in relation to decision making. Excellent techniques like ‘Scales of Agreement’.

- **Open Space Technology**
  - Seminal work on self organisation and large group process. Gives responsibility to the participants for what happens.

- **The Wisdom of Crowds**
  - A strong argument on the value of diversity (boundary spanning in Hot Spot speak) so lacking in most organisational life.

- **How to Make Collaboration Work**
  - Principles of meeting excellence, based on practice. Strong on process, and group decision making.

- **The Jelly Effect**
  - Light hearted but deeply true narrative on reducing guff and repetition (“Jelly”) there is in organisational life.
No one has “the answer”

But a deeper truth lies in the space where these ideas participate

ProMeet brings together an assembly of these ideas, with the additional perspectives:

- Meetings are the currency of change
- Leadership living in every face-to-face encounter
The overview of ProMeet

Core belief:
People meeting to establish and pursue common goals are the most important forces in any organisation.

5 PRINCIPLES
- Participative
- Healthy
- Purposeful
- Visible
- Process

4 PHASES
- Objectives
- Process
- Actions with Passion
- Learning

3 OUTCOMES
- Better Results
- Less Cost
- Healthier Culture

2 ROLES
- Meeting Leader
- Meeting Participant

1 CORE BELIEF
Core belief:
People meeting to establish and pursue common goals are the most important forces in any organisation.
5 principles of excellent meetings

**Participative**
beliefs, underpinned by the Participatory worldview
yield intellectual, emotional and energetic engagement.
Participation is the core principle.

**Healthy**
meetings create:
- authentic human respect
- deep, multi level learning
- an energetic, vibrant culture

**Purposeful**
meetings have:
- a compelling overarching intention
- clear, specific meeting objectives
- focus, to achieve common objectives

**Visibility**
creates:
- aligned energy
- collective wisdom
- clear action and clear learning

**Process**
designed to:
- achieve objectives and get results
- maximise energy & participation
- harness diversity
5 principles of excellent meetings

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Principles of Meeting Excellence

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Visibility creates:
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## 4 phases of excellent meetings

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<th>Design</th>
<th>Release</th>
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<td><strong>Process</strong></td>
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<td>Define the objectives</td>
<td>Design a process that will</td>
<td>Release the passion and plan the actions for</td>
<td>Unlock three levels of learning</td>
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<td>you wish to achieve</td>
<td>allow participants to</td>
<td>the work that follows the meeting, in the</td>
<td>at the end of every meeting</td>
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<tr>
<td>in this meeting</td>
<td>participate fully in</td>
<td>meeting</td>
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<td></td>
<td>achieving the meeting</td>
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<tr>
<td></td>
<td>objectives</td>
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# ProMeet and Objectives

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The 4 territories of experience & the objectives logic

First territory: Intentionality
Purposes, aims, intuitions, vision

O1 Objectives:
Organisations mission, vision and purpose, (usually established and clear)

Second territory: Planning
Strategy, tactics, schemes, ploys, game-plans

O2 Objectives:
Organisations strategic objectives - often expressed as a project or workstream objective

Third territory: Action
Behaviour, skill, pattern of activity, deeds, performance

O3 Objectives:
The specific objectives the meeting is to achieve

Fourth territory: Outcomes
Results, events, occurrences, observed behavioural consequences, environmental effects

01: Objectives at the level of purpose

02: Objectives at the level of strategy and operation

03: Objectives at the level of the meeting

From Personal and Organisational Transformations, Fisher, Rooke and Torbert 2000
Participatory Leadership

Purposefully & constantly connects day-to-day action (meetings) with vision & strategy

Embeds good process, harnessing diversity to achieve objectives

01: Objectives at the level of purpose

02: Objectives at the level of strategy and operation

03: Objectives at the level of the meeting

OBJECTIVES

To create a 12 month plan to operationalise the 6 strategic objectives
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Single, double and triple loop learning

**Single loop: Actions**
Learning new skills incrementally (without examining underlying beliefs or assumptions)
*Are we doing things right?*

**Double loop: Thinking**
Looking at underlying patterns of thinking or behaviour. ‘What’s actually going on here, what are the patterns really in play?’
*Are we doing the right things?*

**Triple loop: Being**
Understanding values and principles that are guiding actions. Questioning (deeply held) assumptions and the context itself
*How do we decide what is right?*
Triple loop learning and you in any meeting

**Single loop: Actions**
*As today progresses, what could you learn about your actions?*
Behaviours, skill, performance, events, consequences, results

**Double loop: Thinking**
*As today progresses, what could you learn about your plans or tactics?*
Strategy, tactics, schemes, ploys, game-plans

**Triple loop: Being**
*As today progresses, what could you learn about your intentions?*
Purposes, aims, intuitions, vision
Learning **alone and together**

**First-person: Individual.** First-person inquiry and learning is the ability of people to foster an inquiring approach to their own lives.

**Second-person: Small groups.** Second-person action research/practices address our ability to inquire face-to-face with others, into issues of mutual concern. Usually in small groups.

**Third-person: Large Groups** Third-person research/practice draws together the views of large groups of people and create a wider community of inquiry involving persons who cannot be known to each other face-to-face.
The objectives logic & learning

**First territory:**
*Intentionality*
Purposes, aims, intuitions, vision

**Second territory:**
*Planning*
Strategy, tactics, schemes, ploys, game-plans

**Third territory:**
*Action*
Behaviour, skill, pattern of activity, deeds, performance

**Fourth territory:**
*Outcomes*
Results, events, occurrences, observed behavioural consequences, environmental effects

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**3rd inquiry loop:**
Given what you got (the outcome), how do your original intentions now look? Were they clear? realistic? Do you want to adapt them, abandon them or continue to pursue them?

**2nd inquiry loop**
In hindsight, do your plans and strategies make sense? - if skillfully carried out do they have a chance of success? Could you change them to get a better outcome?

**1st inquiry loop**
How skillful were your actions & behaviours? Could you be more skillful? If so what changes would you develop?

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From Personal and Organisational Transformations, Fisher, Rooke and Torbert 2000
## ProMeet Logic and Learning

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<tr>
<th>ProMeeting Logic</th>
<th>4 Territories of Experience</th>
<th>Multi Loop Learning</th>
<th>Inquiry asking questions like:</th>
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<tr>
<td><strong>01: Objectives at the level of purpose</strong></td>
<td><strong>First territory: Intentionality</strong>&lt;br&gt;Purposes, aims, intuitions, vision</td>
<td><strong>Triple loop: Being</strong>&lt;br&gt;<em>What can you learn today about your intentions?</em>&lt;br&gt;<em>What can you learn today about your plans or tactics?</em>&lt;br&gt;<em>What can you learn today about your actions?</em></td>
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<td><strong>02: Objectives at the level of strategy and operation</strong></td>
<td><strong>Second territory: Strategy &amp; planning</strong>&lt;br&gt;Tactics, schemes, ploys, game-plans</td>
<td><strong>Double loop: Thinking</strong>&lt;br&gt;<em>What can you learn today about your intentions?</em>&lt;br&gt;<em>What can you learn today about your plans or tactics?</em>&lt;br&gt;<em>What can you learn today about your actions?</em></td>
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<td><strong>03: Objectives at the level of the meeting</strong></td>
<td><strong>Third territory: Action</strong>&lt;br&gt;Behaviour, skill, pattern of activity, deeds, performance</td>
<td><strong>Single loop: Actions</strong>&lt;br&gt;<em>What can you learn today about your actions?</em></td>
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Participatory Leadership

Lives constant, multi-level (breakthrough) learning and development of self & others

Creates communities of learners

Unlock

Unlock three levels of learning at the end of every meeting

My learning about me (attitudes, values or beliefs) today is...
A summary. Participatory Leadership in action:

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<tr>
<th>Participation</th>
<th>mobilises and engages all of a communities assets</th>
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<td>&amp; constantly connects day-to-day action (meetings) with vision &amp; strategy</td>
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<td>Embeds good</td>
<td>process, harnessing diversity to achieve objectives</td>
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<tr>
<td>Visibly</td>
<td>improves communication and individual accountability</td>
</tr>
<tr>
<td>Creates a</td>
<td>healthy, energetic culture of openness and participation</td>
</tr>
<tr>
<td>Is</td>
<td>objectives driven (and constantly evaluates achievement of objectives)</td>
</tr>
<tr>
<td>Designs</td>
<td>process to facilitate collaborative action to achieve objectives</td>
</tr>
<tr>
<td>Creates</td>
<td>accountable action</td>
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