



How to use participatory leadership in
large organisational context and highly
professional corporate business

Business cases from INTERAKTION

CASE: NGO within the power electric field

Context of project

The NGO is a fairly newly established centre and network within the power electric field, driving initiatives and innovation in a strong and unique partnership and cooperation across industries, government and universities.

The challenge was to communicate their cutting edge work on sustainable future energy solutions. Close to only consisting of board members, a second challenge was the lack members.

Purpose of project

- To enable appointed board members to create a credible and distinct communication strategy them selves.
- To build capacity within the board members to effectively prioritize the right communication activities.
- To align the progress of the work with the rest of the board's expectations.

Activities in project

- Strategic conversations with each appointed board member to identify challenges and uncover diverse wishes for the centre's purpose and strategy.
- Advising on how to communicate communication status and progression.
- Workshop for selected board members exploring and agreeing on a shared understanding of the centre's purpose and furthermore developing communication activities, ready to execute.
- Individual mentoring sessions to ensure aligned momentum in the continuing communication activities.

Outcome of project

Renewed and shared agreement within the board concerning the network's objectives, goals and groundwork. Agreement on a professional communication strategy with numerous stakeholder activities. Continual focus on effective communication initiatives – some implemented by the board themselves and some delegated to outside professionals.

CASE: International University

Context of project

The aim with Urban Orders (URO) is to develop an ambitious and innovative interdisciplinary platform for the study of the relationship between contested urban rights and the seizure and ordering of urban spaces. These 'URO Labs' is held in 'collaborator cities', Aarhus, Johannesburg, Berlin and New Orleans, over two years.

Overall purpose:

1. To explore how self-organising urban processes can be converted to real tools to enable a more inclusive and participatory public administration.
2. To develop a generic model or some principles or guidelines for a dynamic, interdisciplinary collaboration platform.

Purpose of project – four central objectives

- To work on a concrete case, Gellerup (one of the most deprived areas in Denmark) – youth and outdoor-spaces.
- To, based on the case, develop some project tools that enable self-organising processes for a potentially more inclusive urban administration.
- To develop a framework for the future URO Labs.
- To develop / describe conditions for an interdisciplinary language and interdisciplinary collaboration.

Activities in project

- Strategic conversations with the core group to unfold the overall purpose and central objectives of the URO.
- A two-day workshop on participatory processes where all participants work towards addressing specific solutions to an urban case while also charting future issues arising from the particular problematic situation. Participants involve both academic and non-academic stakeholders and all participants will bring their particular expertise to bear on the case being discussed during the URO Labs.

Outcome of project

Concrete suggestions and policy input to Aarhus municipality and Gellerup. Insights on self-organising principles for emerging social, infrastructural and material aspects of Urban order. Developing a framework for the future URO-labs. Creating meaningful suggestions and solutions on interdisciplinary collaboration and shared language.

CASE: Housing association

Context of project

The housing association is situated in one of the most deprived areas in Denmark, but working on a master plan changing the area into an attractive town for everyone. One part of the master plan focuses on the social environment and is all about safety and well-being, education and employment, crime prevention efforts, and parental and prevention.

The challenge was to engage residents and other stakeholders to contribute with ideas and visions for the area to go into the next master plan 2018-2021, having to write a prequalification before June 2016. Another concern was that the association too often end up with a brainstorm and lots of loose ends, not going anywhere.

Purpose of project

- To gather all stakeholders in Gellerup and Toveshoej to co-create suggestions for actions to be prioritized in the social master plan 2018-2021.
- To develop a meeting where everyone gets to contribute and will be listened to.
- To collect and structure a common tread in the many diverse input so they can be adopted into the master plan.

Activities in project

- Creating mandate for the process through strategic conversations with the resident boards and the directors of the housing association.
- Engaging employees from the housing association through several mini workshops for them to understand the processes and taking roles as coordinators facing the stakeholders.
- A one-day workshop, inviting stakeholders to contribute, share and listen to each other while exploring ideas and hopes for the area.
- Two harvesting meeting in between the workshops extracting the output into workable projects.
- A one-day workshop, presenting the projects and asking the participants to co-create and sharpen even better projects.

Outcome of project

A significant input on the strategic direction for the different proposals going into the prequalification, explaining how to help solve the challenges in the area during the next project period. The final approval will take place during the autumn 2016 by the National Building Fund – and thus the master plan is ready to start at the beginning of 2018.