



High-Quality Process Architectures

What will you learn?

What is meant by process architectures

What the purpose of a process architecture is in each phase of the **Dialogic Change Model**

How the six dimensions of the **Collective Leadership Compass** are used to develop high quality process architectures

How to co-create a process architecture in a step-by-step process

What will it help you with?

To design processes that effectively support the collaborative change

When is this factsheet particularly relevant?

In all Phases of the **Dialogic Change Model**



For an in-depth understanding of making collaboration work, please view our open access publication

Kuenkel, P., Kuehn, E., Stucker, D., Williamson, D.F. (2020)

Leading Transformative Change Collectively
A Practitioner Guide to Realizing the SDGs



What is meant by process architectures?



Designing and implementing high-quality collaboration processes enables actors to co-construct the desired sustainable future. **Good process architectures invigorate a culture of collective leadership and guide people in stewarding transformative change together.**

A process architecture is a dynamic visualization of the sequence and interlinkages of informal and formal communicative interactions and events that enliven a **Collaboration Ecosystem** in which stakeholders lead collectively toward a desired outcome.

The process architecture, ideally the result of collective reflection and agreement, can be seen as a guiding structure, almost like

a balustrade that creates reliability and transparency.

The more difficulties, conflicts and differences of interest can be expected among stakeholders the more structure needs to be provided by the process architecture. It also helps the collaboration ecosystem develop its own identity and safeguard it from unhelpful interventions.

A process architecture visualizes all or at least some of the following:

Who interacts and communicates with whom and when?

The process architecture shows the sequence of dialogical and structural interventions: e.g. informal discussions, bilateral conversations, stakeholder interviews, core group meetings, stakeholder workshops, meetings of governance bodies, capacity building events, vision workshops, strategic reviews, innovation labs, policy labs, feasibility studies, communication flows, etc.

What takes place at which level?

The process architecture shows collaborative and dialogic processes taking place in parallel on several levels (e.g. local, regional, national, international) or parallel processes with specific stakeholder groups (communities, government, businesses, NGOs, research institutions), and visualizes how these different dialogic processes merge when stakeholders from different levels or groups meet to collaborate and achieve transformative change.

How do the strategic components of the theory of change interact?

The process architecture shows how the strategic components build on each other, are implemented in sequence or simultaneously, what they entail, and who is involved at which level.

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

The process architecture shows cooperation with other initiatives, e.g. learning and exchange meetings, conferences, and collaboration with similar or overarching initiatives.



- **Phase 1**
EXPLORING AND ENGAGING
The process prepares stakeholders for collaboration – from bilateral conversations, interviews to small group interactions.

The process architecture shows

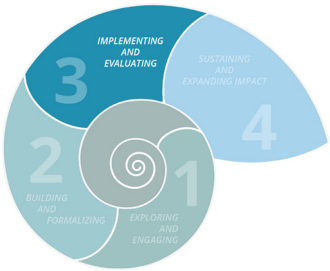
- how initiators will arrive at a thorough context understanding through research, stakeholder interviews, focus groups, and informal conversations with stakeholders.
- how the engagement process at different levels, or for different stakeholder groups will take place.
- how the formation of the core container will be achieved.



- **Phase 2**
BUILDING AND FORMALIZING
The process supports vision development, goal formation and consensual agreements – from future workshops to joint implementation plans.

The process architecture shows

- how vision development will take place.
- how integration of engagement processes at different levels will take place.
- how stakeholders will arrive at consensus.
- how and when planning for the future will be done, or agreements will be reached.
- how stewarding structures, milestones, roles, and responsibilities will be decided.



- **Phase 3**
IMPLEMENTING AND EVALUATING
The process ensures delivery of results – from implementation coordination to progress reviews, celebration of success and learning events.

The process architecture shows

- how implementation is coordinated and reviewed.
- how the system of stakeholders learns.
- how the public is informed.
- how and when reviews of implementation plans and strategies will take place.
- how and when transparent communication is done.
- how and when success will be celebrated.
- how and when learning mechanisms will be arranged.



- **Phase 4**
SUSTAINING AND EXPANDING IMPACT
The process enables scaling for impact and sustainability of results – from engagement of new stakeholders to building management and governance structures.

The process architecture shows

- how the impact or scaling-up strategies will be agreed.
- how new stakeholders will become involved.
- how governance bodies meet.
- how learning will be organized.

Why are process and dialogic quality important?

High quality process architectures invigorate the six dimensions of the **Collective Leadership Compass** by ensuring process quality and dialogic quality.

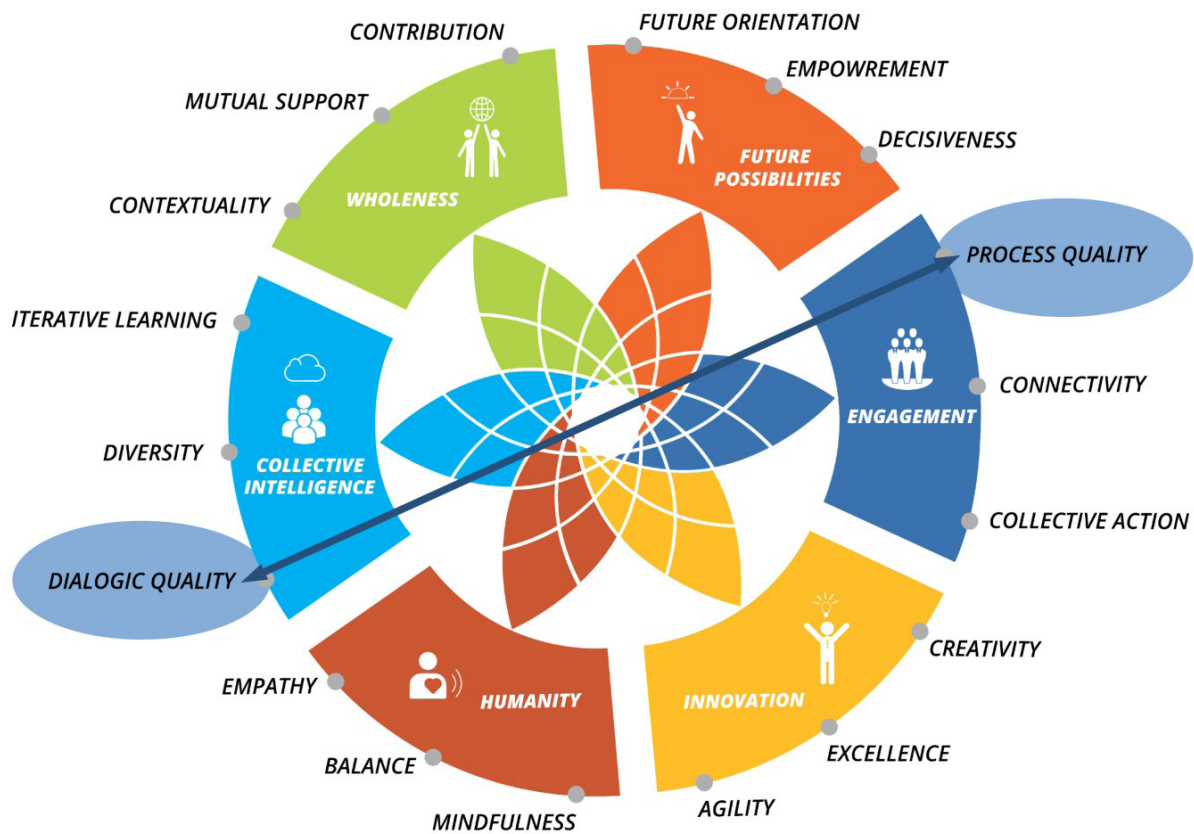


Figure 01: The connection between process quality and dialogic quality

While taking **process quality** and **dialogic quality** as an entry point, effective *process architectures* bring in all *Compass* dimensions and aspects over time.

- They help people access their **humanity**, because it is the human-to-human encounter that helps people make a difference and invigorates a sense of **wholeness** when there is an opportunity to contribute to a larger goal.
- They provide a space for people to think together, a space that – if created in the right way – helps **collective intelligence** to emerge, paves the way for collective responsibility in implementation and offers grounds for true social **innovation**.
- They ensure structured **engagement** of stakeholders that creates sufficient cohesion in the *collaboration ecosystem*. This means more than having entertaining events, conferences for networking, but building a new and meaningful identity around a transformative change endeavor.
- They create the fertile ground for **collective intelligence**. Dissent and disagreement need to be acknowledged, and consensus building happens through structured listening to concerns, expertise, viewpoints, and experience.
- They invigorate the capability of collaborating stakeholders to bring about **future possibilities** and create a commitment for change.



Multi-stakeholder collaborations are often perceived as complex and create a feeling of uncertainty among stakeholders. They enter into a complex environment in which potential conflicts arise and a feeling of loss of control occurs. Yet, simply continuing to operate in known and administrative procedures does not work for collaborative change. This is why *process architectures* are important. They create a bridge between the uncertainty of collaboration and the need for a degree of predictability that generates trust and confidence.

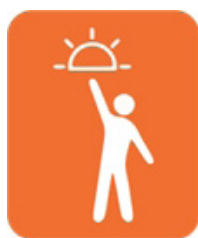
The transparently developed and finally agreed upon *process architecture* serves as a visual script for all stakeholders. When people see what will happen when, who will meet whom and for which purpose, they can relax just enough to enable them to move forwards in a consolidated way. The next section describes the practical planning steps for *process architectures*.

How do the Compass dimensions help develop high quality process architectures?



Process architectures that work in favor of enlivened collaboration ecosystems invigorate all six dimensions of the **Collective Leadership Compass** over time.

Process
design
principle
#1



FUTURE POSSIBILITIES

High-quality process architectures

- Foster goal coherence,
- Enable joint vision development and
- Create conditions for empowerment.

Only a joint vision that is attractive and coherent enough helps stakeholders enact change together. It is the emotional connection to this jointly developed vision that drives changes in behaviour towards enacting **future possibilities**.

Investing in understanding the coherence among the goals of the different stakeholders is important to create a base for a jointly developed and emotionally compelling vision that all stakeholders can identify with. An image of the desired change is easy to remember, fosters identification, and conveys how the change contributes to the overall collective value. Such a vision can be referenced throughout the collaboration process to check the alignment of specific objectives with it; and it offers support for all involved stakeholders' motivation to contribute to the collaboration.

How to bring the dimensions of FUTURE POSSIBILITIES into high-quality process architectures:

- Identify the most relevant stakeholders, actors, initiatives – compare goals and targets.
- Map interests and potential conflicts.
- Facilitate future-oriented and inspiring conversations.
- Identify and appreciate existing attempts to improve the situation.
- Identify potentially useful organizational and communication structures.
- Strengthen weaker stakeholder groups to self-organize for change.
- Create settings for vision development at different levels or for different stakeholder groups.
- After a thorough understanding of the context or a participatory situational analysis, bring key stakeholders together into a joint vision development.



ENGAGEMENT

High-quality process architectures

- **Build step-by step small-to-large collaboration ecosystems**
- **Integrate bottom-up and top-down processes**

Engagement takes place at multiple levels of a stakeholder system in order to make transformations work. High-quality process architectures facilitate careful integration of engagement processes at different levels and for different stakeholders.

Bottom-up engagement approaches are enlivening process designs that start at the local level. They look at the specific needs and aspirations of local level stakeholders.

Top-down engagement approaches start at the international, national or regional

level. They are based on a thorough context analysis of the institutional and political environment, and a thorough assessment of other actors' activities. This includes a diagnosis of systems patterns, a stakeholder landscape analysis, and a conflict mapping.

Enlivening process architectures for both approaches may require building small, contextually relevant collaboration ecosystems first at the different levels.

For example: In top-down approaches, there may be the need to bring actors within or among different ministry departments or agencies into future looking conversations before inviting them into a dialogue with other stakeholders. Similarly, private sector actors or different NGOs may require dialogue with their constituencies before entering into collaboration with other actors.

For example: In bottom-up processes there may be the need to bring local stakeholders together and support them to air their views and find ways to represent their perspectives.

How to bring the dimensions of ENGAGEMENT into high-quality process architectures:

Bottom-up collaboration system

- Ensure a joint situational analysis by affected stakeholders.
- Build capacity on content issues and strengthen organizations.
- Create structured dialogue settings with relevant local stakeholders.
- Gather background research, data, benchmarks, stakeholder interviews, etc.
- Identify and strengthen existing organizational and collaboration structures before forming new structures.

Top-down collaboration system

- Conduct thorough institutional context analysis.

- Bring cross-sector stakeholders or stakeholder caucus groups (same stakeholder group) into structured dialogue.
- Ensure benchmark experiences or best practice cases are known to all.
- Bring stakeholders across institutions into dialogue and collaboration structures.

Overall

- Identify relevant collaboration systems at different levels.
- Bring selected stakeholders from international, national, and local level together.
- Build cross-level exchange and collaboration structures (e.g. learning exchanges, innovation labs, field trips, study visits, planning events, coordination committees).



The engagement processes for each stakeholder group should be adjusted not only to each of their respective mind-sets, cultures, or decision-making structures (the most known example here is the difference between private and public sector), but should also take into account the particulars of each stakeholder's position regarding the issue of common concern.

The key to the transformative process design principle of **engagement** is to ultimately bring - in a stewarded step-by-step process - actors from the top-down collaboration systems together with actors from the bottom-up collaboration system into exchange, mutual learning, and collective action.

Process
design
principle
#3



INNOVATION

High-quality process architectures

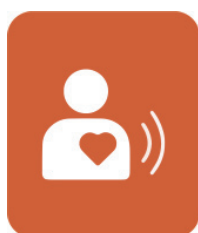
- Nurture emerging development
- Unleash the potential for innovation

Exploring successful past approaches to solutions and existing knowledge or awareness is paramount. Creating competency inventories, mapping good practices, and identifying pioneers and change agents helps discover hidden potentials. The core understanding behind the principle is to empower actors at all levels of a stakeholder system to design and enact better futures together.

How to bring the dimensions of INNOVATION into high-quality process architectures:

- Focus the context analysis not only on problems, but also on what works.
- Analyse previous initiatives and activities regarding useful results, connections, networks, and structures.
- Identify innovators and frontrunners and support them.
- Get stimulating perspectives from outside the system.
- Provide exchange opportunities around experiences and best practices.
- Experiment with innovation formats such as labs.
- Offer possibilities for exposure trips, study visits, and exchanges of experiences.
- Create innovation awards.
- Establish events that focus on learning and innovation.

Process
design
principle
#4



HUMANITY

High-quality process architectures

- Foster trust building
- Enhance mutual understanding

Differences among stakeholders regarding power, worldviews, competencies, experiences and expertise are normal and need to be appreciated. Good communication and collaboration processes help stakeholders to see people as people with minds and hearts and facilitate access to their own **humanity**.

Only stakeholders whose perspectives are welcomed with appreciation, who are acknowledged in their expertise, and who become engaged in inspiring conversations will eventually join the collaboration ecosystem and stay in it. High quality transformative process designs take the 'humanness' of stakeholders into account. They help stakeholders acknowledge each other's constraints, perspectives, and limitations, and show pathways to mutually support each other.

How to bring the dimensions of HUMANITY into high-quality process architectures:

- Design attention to relationship building.
- Build in informal get-togethers, where people can get to know each other.
- Ensure small short-term activities with tangible results early on in the process.
- Conduct learning events that celebrate milestones reached with all key stakeholders.
- Communicate progress on a regular base.

Process design principle #5



COLLECTIVE INTELLIGENCE

High-quality process architectures

- Foster dialogue
- Establish iterative learning structures

Joint reflection about the collaborative endeavour and its many facets is indispensable for achieving impact. This is the only way to prevent falling back into isolated action. Regular events or reunions dedicated to dialogue and learning in a shared reflection provides a crucial balance to the necessarily more administrative, planning-focused, and outcome-oriented nature of many gatherings in the collaborative process. Creating space for collective intelligence to emerge facilitates a culture of thinking together to find the best possible solutions.

High-quality process architectures show how and when dialogue, collective reflection, and learning take place. They create communicative spaces in which **collective intelligence** can emerge, and silo-thinking can be overcome.

How to bring the dimensions of COLLECTIVE INTELLIGENCE into high-quality process architectures:

- Create regular dialogue structures that ensure all key stakeholders have a voice.
- Build interactive learning events into implementation plans.
- Ensure that steering committee, or coordination committee, or advisory or council meetings have interactive designs.
- Foster dialogue formats that allow stakeholders to understand each other's perspectives.
- Bring in experiences from other areas and organize hands-on exposure to good practices.

Process
design
principle
#6



WHOLENESS

High-quality process architectures

- Create networks
- Enhance impact through meta-collaboration

Collaboration becomes successful with networks of people to act together – each leveraging their expertise and competency. High quality *process* architectures facilitate the emergence of collaboration ecosystems in which stakeholder support each other and act in collaborative networks that foster transformation collectively.

This also includes meta-collaboration – the cooperation with other initiatives and networks that pursue similar goals. It means, for example, identifying projects, programmes, or initiatives that operate in a similar region with different approaches. Stewarding systemic, patterned, and nested change initiatives more likely helps create coherence for the overall desired transformation.

How to bring the dimensions of WHOLENESS into high-quality process architectures:

- Acknowledge expertise and contributions of different stakeholders.
- Build a culture of mutual support.
- Explore opportunities for meta-collaboration with other initiatives.
- Join issue-related or thematic networks in other regions, countries, or across the globe.
- Connect stakeholders with other relevant initiatives that may share a similar goal or vision.
- Establish exchange structures with similar initiatives to synthesize and cooperate for the benefit of the larger shared goal.

How can we co-design a process architecture?



Process architectures are usually created by the initiators, the core group, backbone support or dialogic process facilitators who then discuss the design with key stakeholders.

In a group, a minimum of 90 minutes time is recommended, if the results from the context analysis are already available.

For a thorough context analysis some or all of these methodologies should be applied:

- Readiness Check: (see **factsheet 11**).
- Stakeholder Analysis: (see **factsheet 12**).
- Stakeholder Mapping: (see **factsheet 13**).
- Stakeholder interviews: (see **factsheet 14**).
- Diagnosing Systems Patterns: (see **factsheet 15**).

In addition, a context analysis requires a thorough system understanding, which is supported by the Compass tool applications:

- Diagnose stakeholder system
- Evaluate stakeholder interviews.



While a process architecture can also be drawn up as a list or as a table with a timeline, the real potential of process architectures lies in **visualization**; hence, it is important to have drawing boards, pinboards, flip charts, or digital equivalents readily available. Their development follows six steps, which may be adjusted according to the requirements of the phase, but the general approach is the same.

Co-designing an enlivening process architecture with the Compass requires six steps.

Step #1:

Understanding entry points for change / **What does the system need?**

Step #2:

Levels of intervention / **What needs to happen together for transformative change?**

Step #3:

Envisage objectives / **What exactly should the process architecture achieve?**

Step #4:

Transformative designs / **How will the process architecture enliven the Compass dimensions?**

Step #5:



Collaborative Events and activities / **What forms of interaction will build or maintain the collaboration ecosystem?**

Step #6:

Reviewing the process architecture / **Will it achieve the objectives envisaged?**

Step #1: Understanding entry points for change / What does the system need?

Step #1 requires a review of the context analysis or an assessment of the current situation with respect to the state of implementation. These can be summarized as responses to the questions below which makes reference to the **principles for high quality process architectures**.

Compass dimension	Design principle	Summary of insights to exemplary questions such as:
Future possibilities 	Goal coherence, joint vision development and empowering environments.	How high is the level of interest in or commitment for an improvement around the issue among various stakeholders?
Engagement 	Bottom-up and top-down collaboration ecosystems	Which forms and structures of engagement already exist at different levels relevant for transformative change?



Innovation



Emerging developments and potential for innovation

Which strengths, good practices, or innovative approaches are available that need to be appreciated and leveraged?

Humanity



Trust and mutual understanding between stakeholders.

What is the level of understanding between different stakeholders? How strong is their awareness of the need to collaborate for transformative change?

Collective intelligence



Dialogue and iterative learning structures

How are stakeholders connected? Which forms of dialogue or networks already exist and could be leveraged?

Wholeness



Mutually supportive networks and meta-collaboration

Which other actors or initiatives around the issue exist? How are stakeholders connected to such activities?

The result of **step #1** is clarity on **entry points** for collaborative change such as priority issues, special dialogue or capacity needs to attend to, conflict resolution, or opportunities to leverage existing innovations, networks, or structures.

Step #2: Levels of intervention /



What needs to happen together for transformative change?

In this second **step**, the conclusions drawn from **step #1** lead to defining which levels of intervention need to work together. Depending on the purpose of the multi-stakeholder collaboration, its ambition for impact, and the complexity of the issue, it may be necessary to build engagement and containers for change at multiple levels. Or, both need to be built within certain stakeholder groups first. This step needs to be anchored in the stakeholder landscape analysis (see **factsheet 12**) and suggest strategies for how to engage certain key stakeholders in Phase 1, keep them on board in Phase 2 or 3, and consequently engage new stakeholders in Phase 4. Therefore, this step needs to also clarify the existing, to-be-acquired, or expected mandate of initiators or the core group to access these different levels or different stakeholders groups. **Step #2** should reveal answers to questions such as:

- Which levels (local, provincial, national, local, etc.) require collaboration and dialogue processes?
- Which stakeholders need to be brought on board; or which may require internal alignment processes first?
- Who has access to these different levels or different stakeholder groups, and how could such engagement take place?



The results of **step #2** are clarity on chosen levels of dialogic and collaborative intervention, as well as how they relate to each other. Additionally, the results should reflect the capacity of initiators, core group, or key stakeholders to access these different levels and draw them into engagement and collaboration.

Step #3: Envisage objectives /



What exactly should the process architecture achieve?

The purpose of **step #3** is to agree on the time-frame for the process architecture and the envisaged objective that its design should achieve. This is the time to gain clarity on the concrete objectives to be achieved with a high-quality process architecture in a certain period of time. Similar to the planning of co-creative events, it is important to detail the objectives in the following way:

- **Relationship objectives** refer to a change between stakeholders:
 - People have a better understanding of each other, people get to know and appreciate each other, people are exposed to each other's experiences, etc.
- **Process objectives** refer to a change in attitude, clarity, and perception regarding the way forward:
 - People have a sense of ownership for outcomes and process, people understand how the initiative is embedded in the larger context, people feel their concerns or positions have been heard, people are capacitated and sufficiently knowledgeable on the issue at hand.
- **Content objectives and tangible outcomes** refer to a change in concrete joint action:
 - People have agreed on an action plan, signed a memorandum of understanding, developed a roadmap together, agreed on coordinated implementation, found consensus on a vision or objective, etc.

These objectives create guidance for the process architecture.

Step #4: Transformative designs /






How will the process architecture enliven the compass dimensions?

Step #4 uses the Compass dimensions, and in particular, **the principles for high quality process architectures**, as a guide to detail important elements of the process architecture.




It helps to build this on the **collective intelligence** of a core group, as it engenders a conversation about what is needed in order to move the collaborative change initiative toward the envisaged future state. This is about thinking together about which Compass dimensions and aspects can best support the collaborative change endeavor. The conversation and results need to build on the priorities that have re-emerged from reviewing the context analysis in **step #1**. Similarly, the dimensions can be ranked according to what the group of stakeholders considers priority issues. Additionally, the conversation should reveal how to utilize strong areas and which areas require specific attention.



For **Step #4** the Compass tool route **Design Collaborative Interventions** and the application **Plan Collaborative Processes** should be used. Alternatively, the table below is the offline version of the tool.

Dimension	Questions	1 = High priority 2 = Medium priority 3 = Low priority	Aspect	Questions
Future possibilities 	How will you support the co-development of emotionally-compelling narratives of the future that inspire all stakeholders?	1 - 2 - 3	Future Orientation	In what ways will you provide or encourage opportunities for stakeholders to see how a different future could become possible?
			Empowerment	How will you help weaker stakeholders to take part in the change and all stakeholders to understand how they can enact change?
			Decisiveness	How and when will you arrive at agreements for joint action, such as roadmaps, plans, and accountability mechanisms?
Engagement 	In what step-by-step ways will you expand and enliven your collaboration ecosystem? How will you integrate bottom-up and top-down processes?	1 - 2 - 3	Process Quality	How will you engage stakeholders - separately and together? How will you bring continuity and reliability into the process?
			Connectivity	In what way will you connect stakeholders, make use of existing networks or support stakeholders to create networks?
			Collective Action	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?
Innovation 	How will you discover existing, innovative approaches or support the creation of new approaches?	1 - 2 - 3	Creativity	In what way will you create space and opportunities for innovation? How will you encourage creative exchange between stakeholders?
			Excellence	How will you bring state-of-the-art knowledge into the processes, and make best practices or innovative approaches known?
			Agility	In what ways will you ensure strategies can be reviewed and adjusted?



		1 = High priority 2 = Medium priority 3 = Low priority		
Dimension	Questions		Aspect	Questions
Humanity 	How will you build opportunities for collective reflection on the process? How will you enhance mutual understanding and balance?	1 - 2 - 3	Mindfulness How will you support collective reflection about facts as well as concerns regarding the situation? <hr/> Balance How will you bridge power differences and help people to understand each other's interests, constraints and concerns? <hr/> Empathy How will you build trust and create opportunities for people get to know each other as people?	
Collective intelligence 	How will you build opportunities for learning and exchange, and how will you establish adequate governance structures (e.g. steering structures, dialogue platforms, exchange networks, etc.)?	1 - 2 - 3	Dialogic Quality How will you ensure regular high-quality conversations and how will you build stakeholders' capacity for dialogue? <hr/> Diversity How will you ensure different perspectives of stakeholders are acknowledged and how will you enhance understanding across stakeholder groups? <hr/> Iterative Learning How will you organize learning and exchange between stakeholder groups?	
Wholeness 	How will you ensure that stakeholders stay aware of the larger issues and how will you work in a complementary way with other initiatives?	1 - 2 - 3	Contextuality How will you ensure that key (and finally all) stakeholders understand the context well enough? <hr/> Mutual Support In what ways will you create opportunities for stakeholders to work together and support each other in advancing change? <hr/> Contribution 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?	

Results of **step #4** should inform the actual design of the sequence of events and activities. These can be summarized as conclusions for the process architecture.

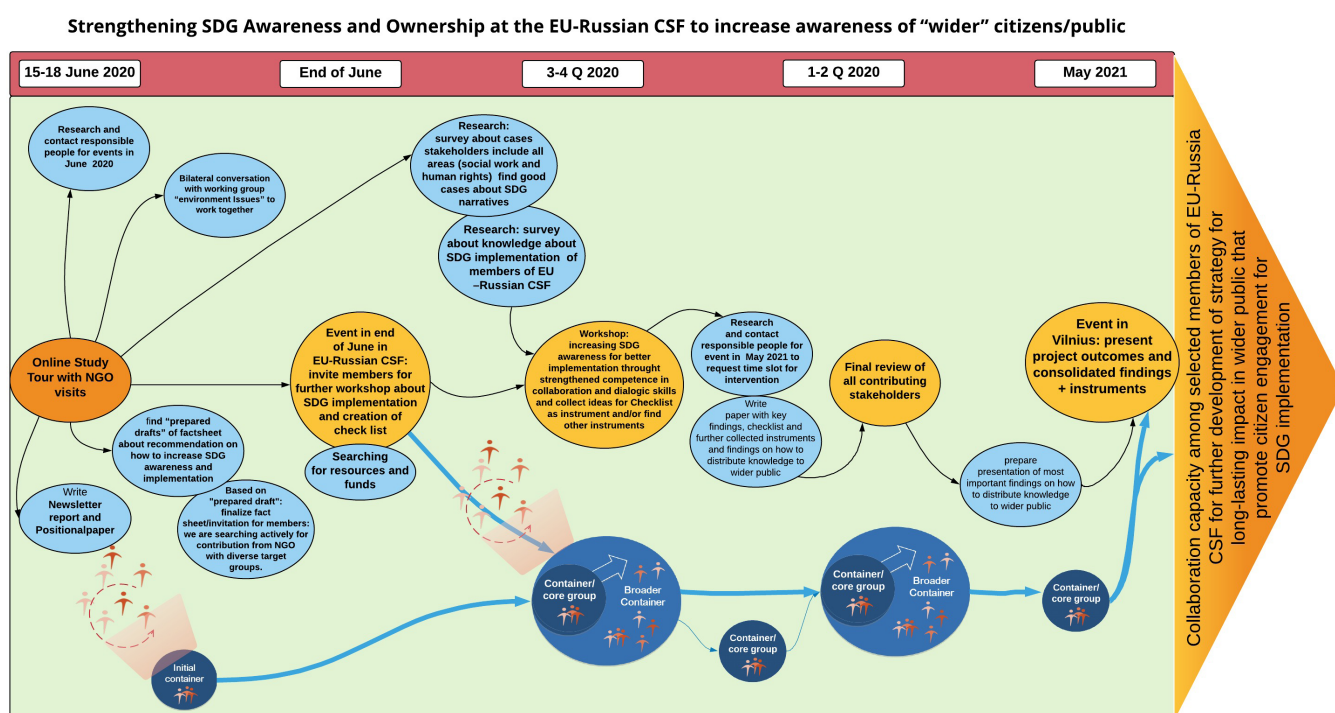
Step #5: Collaborative events and activities / What forms of interaction will build or maintain the collaboration ecosystem?

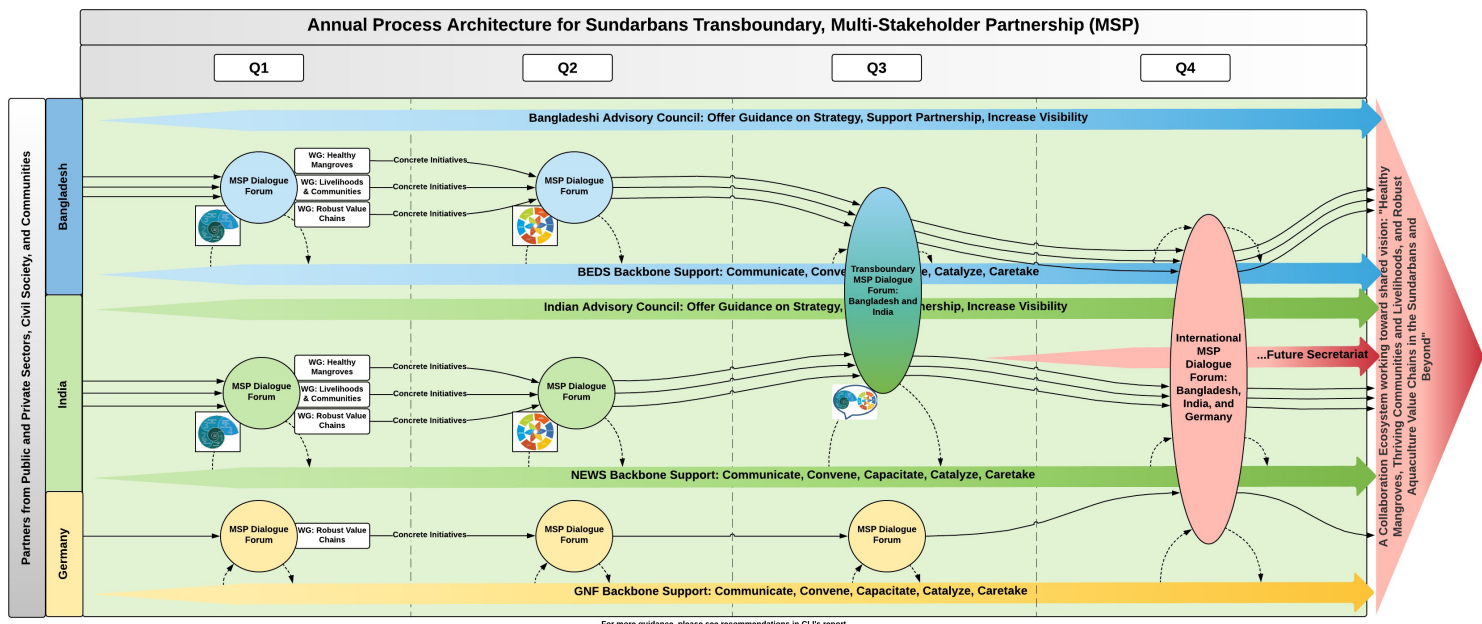
Step #5 is about creating the actual process architecture, either as a list of collaborative events and activities at different intervention levels, or – which is recommended – as a graphic, showing the flow, interactions, and interdependencies. Such a chart should show the chosen levels of intervention and for each one:

- The major collaborative events that need to take place to achieve the envisaged objectives.
- Preparatory collaborative events or meetings that feed into larger events (such as small stakeholder meetings, stakeholder constituency meetings, or working group meetings).
- Capacity building that supports both content expertise as well as collaboration skills.
- Accompanying activities such as bringing in of external expertise, study trips, field trips, meetings with special actors, etc.
- The supporting and accompanying activities (from bilateral or informal conversations to core group meetings or even media campaigns).
- Collaborative and dialogue events that bring actors from different levels together.
- How stewarding structures, steering committees, or governing bodies emerge.

Not everything, of course, can be captured in one chart, but it is recommended to create an overview chart. All details may then be explained in additional charts or agreed in writing. The result of **step #5** is a graphic representation of a process architecture that key stakeholders can adopt as a guiding element.

The following shows two examples of how a process architecture can be visualized.





Step #6: Reviewing the process architecture / Will it achieve the objectives envisaged?

Step #6 requires stepping back and cross-checking the results with the three-level objectives that have been developed in **step #3**, and the conclusions from the context analysis summarized in **step #1**. If any adjustments need to be made, this is the right moment.

The complete process architecture can then be discussed with a wider group of stakeholders, used in engagement conversations or as part of collaborative events. Naturally, stakeholders will ask questions, criticize certain aspects or make recommendations for improvement. Moreover, only time will tell, if all that has been planned will be implemented, or turns out to be contributing to the objectives. Hence, the process architecture is a living document that will be adjusted based on input and experience.



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