



Compass Tool Path:

Tool / Collaboration Ecosystem / Understand System Patterns

# Readiness Check

## What will you learn?

Why understanding the **Dialogic Change Model** helps to build solid multi-stakeholder collaboration

How to navigate dialogic change with the Compass-Tool applications through all Phases

## What will it help you with?

To plan and implement collaborative initiative successfully

## When is this factsheet particularly relevant?

Throughout 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 the Dialogic Change Model?



When *collaboration ecosystems* emerge (see **factsheet 2**: “Building Containers”) and start creating tangible impact, they usually undergo four distinct phases that are captured in the process methodology of the **Dialogic Change Model**. While paying attention to the presence of all dimensions of the **Compass** in each phase, the phase model helps actors to steward transformative change in a systematic and systemic way.

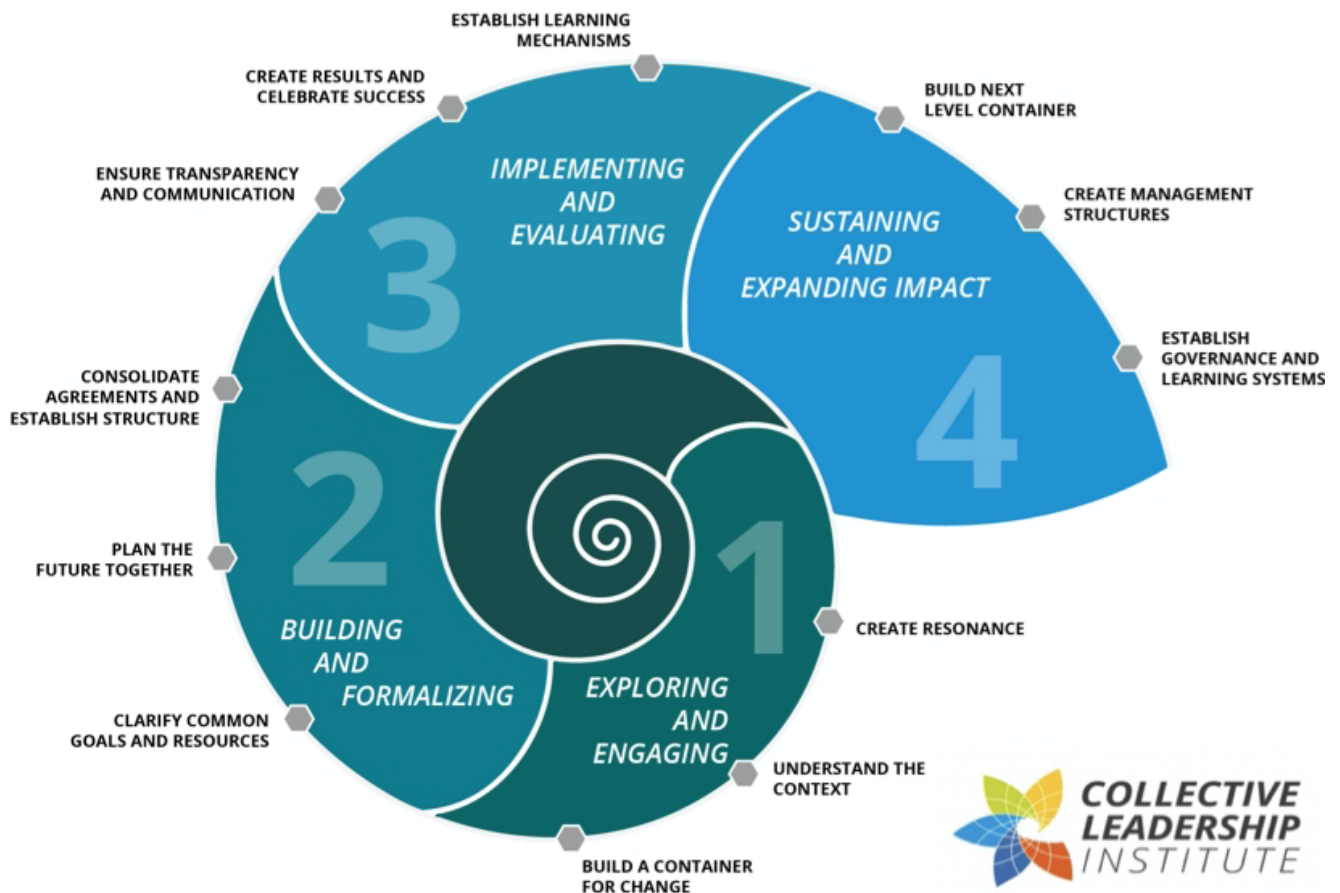
The **Dialogic Change Model** is a process methodology that allows for the result-oriented planning and implementation of collaborative change in four phases. It structures the design and implementation of transformative change and helps actors apply the **Collective Leadership Compass** in the most effective way.

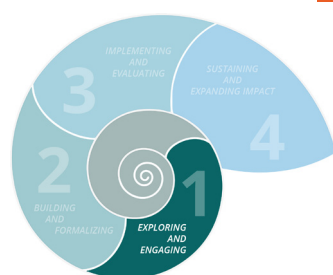
Building successful collaboration ecosystems in a spirit of collective leadership requires dialogic change. Transformative change in

multi-stakeholder collaboration is effective with **structured engagement** of all relevant actors and **high-quality process architectures** (see **factsheet 1**).

The **Dialogic Change Model** is based on 25 years of experiences in support of multi-stakeholder processes and combines ancient human dialogue knowledge with modern approaches to co-creation and collective intelligence.

## HIGH QUALITY PROCESS IS KEY: THE DIALOGIC CHANGE MODEL ©





■ **Phase 1  
EXPLORING AND ENGAGING**  
Phase 1 is the foundation for transformative change. All subsequent phases depend on the quality of the emerging collaboration pattern. It is focused on raising the energy for the envisaged change and getting stakeholders interested in collaboration.

This means:

**Create resonance for change:** Talking to selected but relevant stakeholders and opinion-leaders informally in this phase helps to clarify and elucidate the prospects and potential obstacles for vision ahead.

**Understand the context:** Becoming aware of stakeholders in the system (see **factsheet 12 and 13: Stakeholder Landscape Analysis and Stakeholder Mapping**), understanding their views (see **factsheet 14: Stakeholder Interviews**), researching facts and figures about the current situation, exploring existing change initiatives and understanding dynamics and patterns (see **factsheet 15: Diagnosing a Stakeholder System**).

**Build a Container for change:** A small multi-stakeholder team of engaged people, called the core group or initial container, meets at various opportunities, exchanges ideas, and receives inputs from interested and knowledgeable people in this phase.

*Phase 1 can take between 3 months and 2 years.*



■ **Phase 2  
BUILDING AND FORMALIZING**  
Phase 2 is about consolidating the system of stakeholders into a collaboration ecosystem that can deliver.

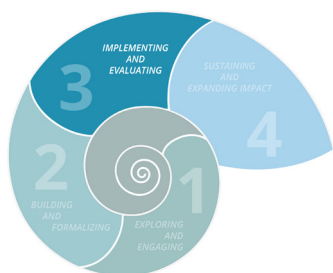
This means:

**Clarify common goals and resources:** Clarifying the vision for change that all stakeholders can identify with, is paramount. This includes a joint assessment of the current situation (see **factsheet 15: Diagnosing a Stakeholder System**), and exploring the resources available to implement the change.

**Plan the future together:** With a project plan, a jointly developed Theory of Change, or a co-designed roadmap (see **factsheet 1: High Quality Process Architectures**), the collaborative multi-stakeholder change process officially comes to life.

**Consolidate agreements and establish structures:** The signing of a Memorandum of Understanding (MoU), or a declared commitment to joint implementation consolidates the collaboration ecosystem. With the formation of project teams, working groups or thematic collaboratives the implementation can start.

*Phase 2 usually takes a few weeks to a couple of months.*



■ **Phase 3  
IMPLEMENTING AND EVALUATING**  
Phase 3 is about implementing planned activities, ensuring mutual learning and focusing on delivery of tangible results. It shows, if the collaboration ecosystem can deliver transformative change.

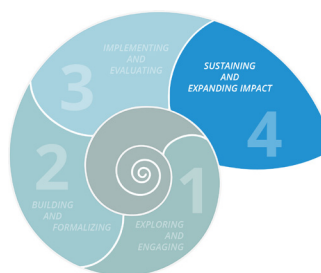
This means:

**Ensure transparency and communication:** Well-structured implementation (see **factsheet 1: High Quality Process Architectures**), is a showcase that change is doable through cooperative delivery of results. This works best with transparency in decision-making and progress reporting.

**Create success and celebrate results:** Concentrating on easily achievable results creates cohesion in the Collaboration Ecosystem, particularly, if success and achievements are not only visible to all, but celebrated as jointly delivered.

**Establish learning mechanisms:** The key to progress is the ability to learn together, adjust strategies and monitor progress jointly.

*Phase 3 can take months or years, and is concluded when the agreed-upon goals have been reached.*



■ **Phase 4  
SUSTAINING AND EXPANDING IMPACT**  
Bringing the collaboration ecosystem to the next level of impact and creating long-term structures for transformative change.

This means:

**Build next level Container:** If a transformative change initiative wants to consolidate outcomes or take them to the next level, new stakeholders and high-level supports need to get engaged.

**Create management structures:** With scaling or sustaining the collaborative change, the joint activities of actors in a stakeholder system need to be guided by professional management structures with skilled resources.

**Establish governance and learning system:** long-term sustainability of results requires to further develop the learning mechanisms from Phase 3 into structured stakeholder representation and suitable form of learning and exchange.

*Phase 4 can take indefinitely.*



# Readiness check for all four phases



Navigating the complexity of collaboration initiatives is greatly supported by understanding in which phase the change endeavor can be located and by looking at how well the phases have been completed. The following readiness checklist helps stakeholders to not only make the requirements for collaborative and transformative change transparent, but also guide actors in making sure all steps in the **Dialogic Change Model** are sufficiently completed.



## Readiness Check / Phase 1 EXPLORING AND ENGAGING

### Step #1: Create resonance

Yes | No

	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

	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 endeavor, 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

	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?		



## Readiness Check / Phase 2

### BUILDING AND FORMALIZING

#### Step #4: Clarify goals and resources

Yes | No



**4.1** Have we done the best possible engagement process for a first key stakeholder event and does the composition represent the stakeholder system?



**4.2** Have we jointly analyzed the current situation together with all key stakeholders and sufficiently considered the different viewpoints?



**4.3** Do all key stakeholders share the future vision and have a common understanding of the goals?



**4.4** Have the resources the various actors can contribute been explored/ agreed upon?

#### Step #5: Plan future together

Yes | No



**5.1** Have we created a setting for the stakeholder meeting (context, program, space) that enhances commitment and ownership?



**5.2** Have we provided the participating stakeholders with all necessary information and expertise required for shaping the initiative?



**5.3** Have we maintained sufficient high-level support resulting in tangible commitments?



**5.4** Have we developed a realistic implementation plan with milestones, and scheduled follow-up meetings?



**5.5** Have we agreed how to connect with similar initiatives?

#### Step #6: Consolidate agreements and establish structures

Yes | No



**6.1** Have we consolidated the results in an appropriate form of agreement for collaboration?



**6.2** Have we set-up a structure for joint decision-making and process steering?



**6.3** Have we agreed on roles and responsibilities for further implementation?



**6.4** Have we transparently documented results, agreements and planning?



## Readiness Check / Phase 3

### IMPLEMENTING AND EVALUATING

#### Step #7: Ensure transparency and communication

Yes | No

	7.1 Are we holding regular meetings with key stakeholders that foster relationships and trust building further?		
	7.2 Have we established a conducive information flow between key stakeholders and agreed on internal and external rules of communication?		
	7.3 Have we included additional relevant stakeholders, if required?		
	7.4 Is the core group functioning as a good Container supporting the constant, active participation of the stakeholders?		
	7.5 Are we leaving enough freedom for providing feedback from stakeholders and integrating it into the process constructively?		

#### Step #8: Create results and celebrate success

Yes | No

	8.1 Is the implementation plan in place and are we keeping up with it?		
	8.2 Do we prototype future ways of operating regarding the issue of our initiative?		
	8.3 Do we regularly identify areas in which success stories are more likely and are we picking the 'low-hanging fruits' sufficiently?		
	8.4 Can we show success to the public, and have we found the appropriate way of celebrating success together?		
	8.5 Have we sufficiently involved high-level sponsorship into the celebration of success?		

#### Step #9: Establish learning mechanisms

Yes | No

	9.1 Do we have a system in place to monitor progress and the quality of the collaboration pattern?		
	9.2 Do we hold regular implementation review meetings with all stakeholders that ensure learning, exchange and innovation?		
	9.3 Do we implement capacity-building for the future way of operating?		
	9.4 Does an internal system for strategic learning exist that all key stakeholders are part of?		



## Readiness Check / Phase 4

# DEVELOPING FURTHER, REPLICATING OR INSTITUTIONALIZING

### Step #10: Build the next-level container

Yes | No



**10.1** Have we created a strong and emotionally engaged new Container core group?



**10.2** Have we thoroughly assessed the scaling-up and replication potential with the new core group?



**10.3** Have we sufficiently integrated new stakeholders for collaboration?



**10.4** Have current strategies and procedures been reviewed and, if needed, adapted for the next implementation phase?



**10.5** Have we identified alliances with other initiatives required for the initiative's advancement?

### Step #11: Create management structures

Yes | No



**11.1** Has the context for expanding impact been sufficiently explored to plan the next steps?



**11.2** Have we evaluated the management requirements for sustaining or expanding impact?



**11.3** Have we identified the appropriate management structure for scaling-up and expanding impact?



**11.4** Have we evaluated and re-adjusted our strategies for expanding impact?

### Step #12: Establish governance and learning systems

Yes | No



**12.1** Do we keep up relationship management and trust building?



**12.2** Have we designed stakeholder representative governance structure that ensures ownership?



**12.3** Have financial support and capacity-building needs for scaling up been identified?



**12.4** Have we designed a system for learning and evaluation that includes all key stakeholders?



# Navigating the four phases with the Compass-Tool



The web-applications in [www.compass-tool.net](http://www.compass-tool.net) guide change-makers and dialogic process facilitators in applying the **Collective Leadership Compass** throughout the four phases of the **Dialogic Change Model**.



## Compass web-applications and factsheets for Phase 1 **EXPLORING AND ENGAGING**

### Step #1: Create resonance

**Check your individual leadership styles** and become aware of

- how you as initiator tend to approach change.
- the competency patterns within the initial container.

**Web application: Collaborative Change Maker / Competency Patterns**



#### COLLABORATIVE CHANGE-MAKER

Identify your collaboration competency pattern, strengthen your leadership for better co-creation, increase your impact in navigating complex change.



#### IDENTIFY YOUR COMPETENCY PATTERN

I want to identify my competency pattern in **LEADING COLLECTIVELY**

Your competencies are your assets. Leading collectively is best built on your strength. So are change strategies.

Prepare for **inspiring conversations** to engage stakeholders.

**Factsheet 14: Stakeholder Interviews**  
**Factsheet 9: Dialogic Competence**

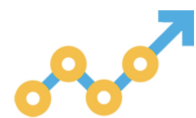
Prepare the **initial process architecture** for your engagement strategy with the Compass.

**Web application: Collaboration Ecosystem / Design Collaborative Interventions / Plan Collaboration Processes**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**. The quality of process architectures and event designs increases effectiveness.

**Factsheet 1: High-quality Process Architectures**



## Step #2: Understand the context

Identify the **patterns in the system** that further or prevent transformative change.

**Web application:** Collaboration Ecosystem / Understand Systems Patterns / **Diagnose a Stakeholder System**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### UNDERSTAND SYSTEMS PATTERNS

Understand patterns in your **STAKEHOLDER SYSTEM** and evaluate **STAKEHOLDER VIEWS** with the **COMPASS** as a lens.

Understanding systems patterns is a gateway to planning transformative change

**Factsheet 15:** Diagnosing a Stakeholder System

Map the stakeholder landscape and understand who needs to be engaged in what ways.

**Factsheet 8:** Understanding Patterns of Conversations  
**Factsheet 12:** Stakeholder Landscape Analysis

Map the stakeholder landscape and understand who needs to be engaged in what ways.

**Factsheet 13:** Stakeholder Mapping

Look at how the **perspective of stakeholders** shows the presence or absence of certain Compass dimensions.

**Web application:** Collaboration Ecosystems / Understand Systems Patterns / **Evaluate Stakeholder Interviews**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



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**Factsheet 14:** Stakeholder Interviews

Summarize your **understanding of the context** in a **stakeholder systems diagnosis**

**Web application:** Collaboration Ecosystems / Understand Systems Patterns / **Diagnose a Stakeholder System**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



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**Factsheet 15:** Diagnose a Stakeholder System



### Step #3: Build a container for change

Prepare the event design for a **first meeting of key stakeholders** with the Compass.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Design Co-creative Events**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.  
The quality of process architectures and event designs increases effectiveness.

**Factsheet 7:** Designing Co-creative Events

**Plan impact** together with the initial container.

**Factsheet 6:** Developing a Theory of Change

Assess the **quality of the collaboration pattern** of your initial container or core group.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Assess the Potential of Collaborative Action Groups**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### DIAGNOSE COLLABORATION PATTERNS

Find out how you do as a **COLLABORATION ECOSYSTEM** and monitor the quality of your **COLLABORATION PROCESS**.  
The quality of your collaboration pattern has a direct influence on the results.

Co-create with core group a **process architecture** for Phase 2.

**Web application:** Collaboration Ecosystem / Design Collaborative Interventions / **Plan Collaboration Processes**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.  
The quality of process architectures and event designs increases effectiveness.

**Factsheet 1:** High-quality Process Architectures

Check if Phase 1 has been sufficiently completed.

**Readiness check phase 1**



# Compass web-applications and factsheets for Phase 2 **BUILDING AND FORMALIZING**

## Step #4: Clarify goals and resources

Prepare events that help stakeholders to generate a jointly owned vision

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Design Co-creative Events**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.  
The quality of process architectures and event designs increases effectiveness.

**Factsheet 7:** Designing Co-creative Events

## Step #5: Plan the future together

Prepare effective planning meetings as **stakeholder events**.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Design Co-creative Events**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.  
The quality of process architectures and event designs increases effectiveness.

**Factsheet 7:** Designing Co-creative Events

**Factsheet 8:** Understanding Patterns of Conversations

**Factsheet 8:** Dialogic Competence

**Factsheet 10:** Conducive Space

Assess the **quality of the collaboration pattern** of container or core group.

**Web application:** Collaboration Ecosystem / Diagnose Collaboration Patterns / **Assess the Potential of Collaborative Action Groups**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### DIAGNOSE COLLABORATION PATTERNS

Find out how you do as a **COLLABORATION ECOSYSTEM** and monitor the quality of your **COLLABORATION PROCESS**.  
The quality of your collaboration pattern has a direct influence on the results.

**Factsheet 2:** Building a Container for Change

Adjust and consolidate the Theory of Change together with key stakeholders.

Factsheet 6: Developing a Theory of Change

## Step #6: Consolidate agreements and establish structures

Identify the most suitable **collaboration structures**.

Factsheet 3: Governance and Implementation Structures  
Factsheet 4: Understanding the Role of Backbone Support

Make a preliminary assessment of the quality of the collaboration ecosystem as input for process architectures.

Web application: Collaboration Ecosystem / Diagnose Collaboration Patterns / **Process Monitoring of Collaborative Stakeholder Initiatives**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### DIAGNOSE COLLABORATION PATTERNS

Find out how you do as a **COLLABORATION ECOSYSTEM** and monitor the quality of your **COLLABORATION PROCESS**

The quality of your collaboration pattern has a direct influence on the results.

Prepare the **process architecture** for Phase 3 with key stakeholders.

Web application: Collaboration Ecosystem / Design Collaborative Interventions / **Plan Collaboration Processes**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.  
The quality of process architectures and event designs increases effectiveness.

Check if Phase 2 has been sufficiently completed.

Readiness check phase 2

Factsheet 1: High-quality Process Architectures



# Compass web-applications and factsheets for

## Phase 3 **IMPLEMENTING AND EVALUATING**

### Step #7: Ensure transparency and communication

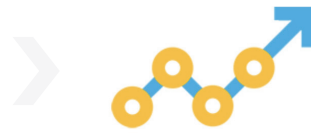
Prepare the **communication** strategy with inspirations from the Compass.

**Web application:** Collaboration Ecosystem / Design Collaborative Interventions / **Plan Collaboration Processes**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.  
The quality of process architectures and event designs increases effectiveness.

**Factsheet 1:** High-quality Process Architectures

Review the **stakeholder landscape** to ensure all relevant actors are on board with communication.

**Factsheet 12:** Stakeholder Landscape Analysis

### Step #8: Create results and celebrate success

Redo a diagnosis of systems patterns to **gauge required adjustments for the process architecture**.

**Web application:** Collaboration Ecosystems / Understand Systems Patterns / **Diagnose a Stakeholder System**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### UNDERSTAND SYSTEMS PATTERNS

Understand patterns in your **STAKEHOLDER SYSTEM** and evaluate **STAKEHOLDER VIEWS** with the **COMPASS** as a lens.  
Understanding systems patterns is a gateway to planning transformative change

**Factsheet 15:** Diagnose a Stakeholder System

**Factsheet 5:** Trouble-shooting guide

Review the **implementation roadmap** with the Compass and adjust the process architecture.

**Web application:** Collaboration Ecosystem / Design Collaborative Interventions / **Plan Collaboration Processes**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### DESIGN COLLABORATIVE INTERVENTIONS

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The quality of process architectures and event designs increases effectiveness.

**Factsheet 1:** High-quality Process Architectures

## Step #9: Establish learning mechanisms

Look at how the **perspective of stakeholders** shows the presence or absence of certain Compass dimensions.

**Web application:** Collaboration Ecosystems / Understand Systems Patterns / **Evaluate Stakeholder Interviews**



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Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



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Understanding systems patterns is a gateway to planning transformative change

**Factsheet 14:** Stakeholder Interviews

Assess the **quality of the collaboration pattern** of container or core group.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Assess the Potential of Collaborative Action Groups**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### DIAGNOSE COLLABORATION PATTERNS

Find out how you do as a **COLLABORATION ECOSYSTEM** and monitor the quality of your **COLLABORATION PROCESS**

The quality of your collaboration pattern has a direct influence on the results.

Make an assessment of the **quality of the collaboration ecosystem** as input for process architectures.

**Web application:** Collaboration Ecosystem / Diagnose Collaboration Patterns / **Process Monitoring of Collaborative Stakeholder Initiatives**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



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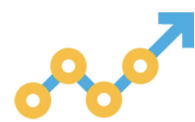
Prepare **strategic review** and stakeholder innovation and **learning events** with the Compass.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Design Co-creative Events**



### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



### DESIGN COLLABORATIVE INTERVENTIONS

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.

The quality of process architectures and event designs increases effectiveness.

**Factsheet 7:** Designing Co-creative Events

**Factsheet 8:** Understanding Patterns of Conversations

**Factsheet 8:** Dialogic Competence

**Factsheet 10:** Conducive Space

Prepare the **process architecture** for Phase 4 with key stakeholders.

**Web application:** Collaboration Ecosystem / Design Collaborative Interventions / **Plan Collaboration Processes**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### DESIGN COLLABORATIVE INTERVENTIONS

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The quality of process architectures and event designs increases effectiveness.

**Factsheet 1:** High-quality Process Architectures

Check if Phase 3 has been sufficiently completed.

**Readiness check phase 3**



## Compass web-applications and factsheets for Phase 4 **SUSTAINING AND EXPANING IMPACT**

### Step #10: Build next level container

Review the **stakeholder landscape** to ensure all relevant actors are on board with communication.

**Factsheet 12:** Stakeholder Landscape Analysis

Redo a diagnosis of systems patterns to **understand conditions** for sustaining and expanding impact.

**Web application:** Collaboration Ecosystems / Understand Systems Patterns / **Diagnose a Stakeholder System**



#### COLLABORATION ECOSYSTEM

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



#### UNDERSTAND SYSTEMS PATTERNS

Understand patterns in your **STAKEHOLDER SYSTEM** and evaluate **STAKEHOLDER VIEWS** with the **COMPASS** as a lens.  
Understanding systems patterns is a gateway to planning transformative change

**Factsheet 15:** Diagnose a Stakeholder System





Prepare for **inspiring conversations** to engage stakeholders.

**Web application:** Collaboration Ecosystems / Understand Systems Patterns / **Evaluate Stakeholder Interviews**



**COLLABORATION ECOSYSTEM**

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



**UNDERSTAND SYSTEMS PATTERNS**

Understand patterns in your **STAKEHOLDER SYSTEM** and evaluate **STAKEHOLDER VIEWS** with the **COMPASS** as a lens.

Understanding systems patterns is a gateway to planning transformative change

**Factsheet 14:** Stakeholder Interviews

Prepare **planning meetings** with the next level container with the Compass.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Design Co-creative Events**



**COLLABORATION ECOSYSTEM**

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



**DESIGN COLLABORATIVE INTERVENTIONS**

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**Factsheet 7:** Designing Co-creative Events

**Factsheet 8:** Understanding Patterns of Conversations

**Factsheet 8:** Dialogic Competence

**Factsheet 10:** Conducive Space

**Step #11: Create management structures**

Attend to the **quality of the collaboration pattern** in the newly established management structures.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Assess the Potential of Collaborative Action Groups**



**COLLABORATION ECOSYSTEM**

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



**DIAGNOSE COLLABORATION PATTERNS**

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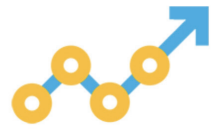
Adjust the **process architecture** for Phase 4 with key stakeholders.

**Web application:** Collaboration Ecosystem/Design Collaborative Interventions/**Plan Collaboration Processes**



**COLLABORATION ECOSYSTEM**

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



**DESIGN COLLABORATIVE INTERVENTIONS**

Use the **COMPASS** to plan more effective **COLLABORATION PROCESSES** and improve the positive impact of **CO-CREATIVE EVENTS**.  
The quality of process architectures and event designs increases effectiveness.

**Factsheet 1:** High-quality Process Architectures

**Step #12: Establish governance and learning structures**

Create **governance structures** that represent the stakeholder system.

**Factsheet 3:** Governance and Implementation Structures

Prepare stakeholder meetings and **learning events** with the Compass.

**Web application:** Collaboration Ecosystem / Plan Collaboration Processes / **Design Co-creative Events**



**COLLABORATION ECOSYSTEM**

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



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**Factsheet 7:** Designing Co-creative Events

**Factsheet 8:** Understanding Patterns of Conversations

**Factsheet 8:** Dialogic Competence

**Factsheet 10:** Conducive Space

Use the **perspective of stakeholders** to learn about how people perceive the changes or the overall situation.

**Web application:** Collaboration Ecosystems / Understand Systems Patterns / **Evaluate Stakeholder Interviews**



**COLLABORATION ECOSYSTEM**

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



**UNDERSTAND SYSTEMS PATTERNS**

Understand patterns in your **STAKEHOLDER SYSTEM** and evaluate **STAKEHOLDER VIEWS** with the **COMPASS** as a lens.  
Understanding systems patterns is a gateway to planning transformative change

**Factsheet 14:** Stakeholder Interviews



Make an assessment of the **quality of the expanded collaboration** ecosystem as input for ongoing process architectures.

**Web application:** Collaboration Ecosystem / Diagnose Collaboration Patterns / **Process Monitoring of Collaborative Stakeholder Initiatives**



**COLLABORATION ECOSYSTEM**

Diagnose collaboration patterns, understand systems patterns, design collaborative interventions.



**DIAGNOSE COLLABORATION PATTERNS**

Find out how you do as a **COLLABORATION ECOSYSTEM** and monitor the quality of your **COLLABORATION PROCESS**

The quality of your collaboration pattern has a direct influence on the results.

Check if Phase 4 has been sufficiently completed.completed.

**Readiness check phase 4**



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