



LEARNING BOOKLET

TABLE DE QUARTIER DU SUD DE L'OUEST DE L'ILE

dynamo

Ressource en mobilisation des collectivités

INTRODUCTION

This booklet will consolidate the transfer of acquired knowledge and will feed the partners into dynamic methods of animation that we implemented during our meetings.

This booklet will continue to be fed following an accompaniment process with Dynamo. At the end of the exercise, it will be given to the partners so that it remains in the community, gives tools to the organizations and promotes the development of the ability to act of the partners.

This tool belongs to you! It was created to inspire you!

All you have to do is to adopt and adapt it!

Good reading!

Section A : Plan

Section B : Facilitate

Section C : Manage conflits

Section D : Collective processes

Section A

Plan



GAMEPLAN

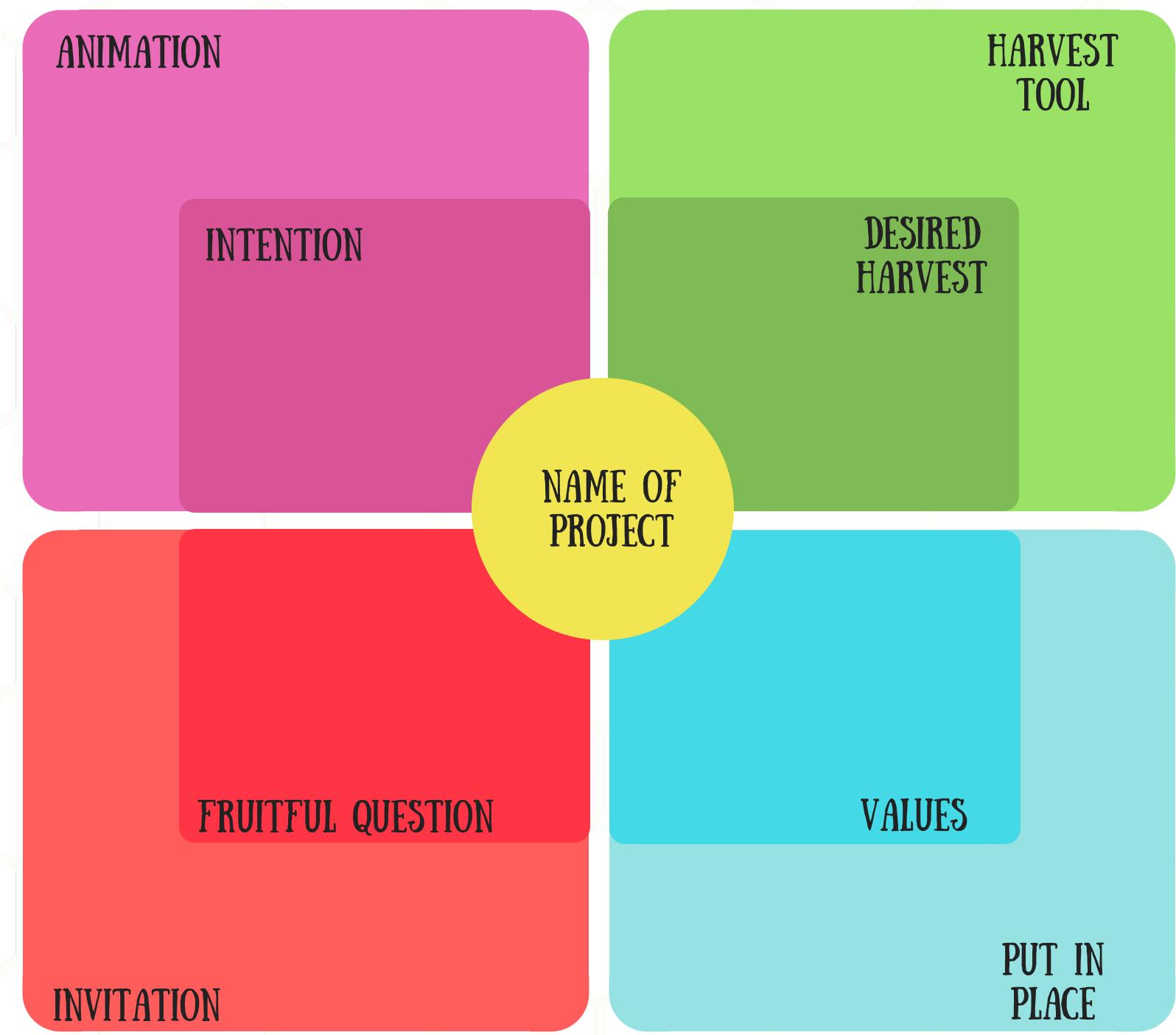
PROCESS PLANNING TOOL

This exercise is useful to develop a common understanding of the intent behind a collective project or action. It is a first exploration that provides basic material to codesign a project or action.

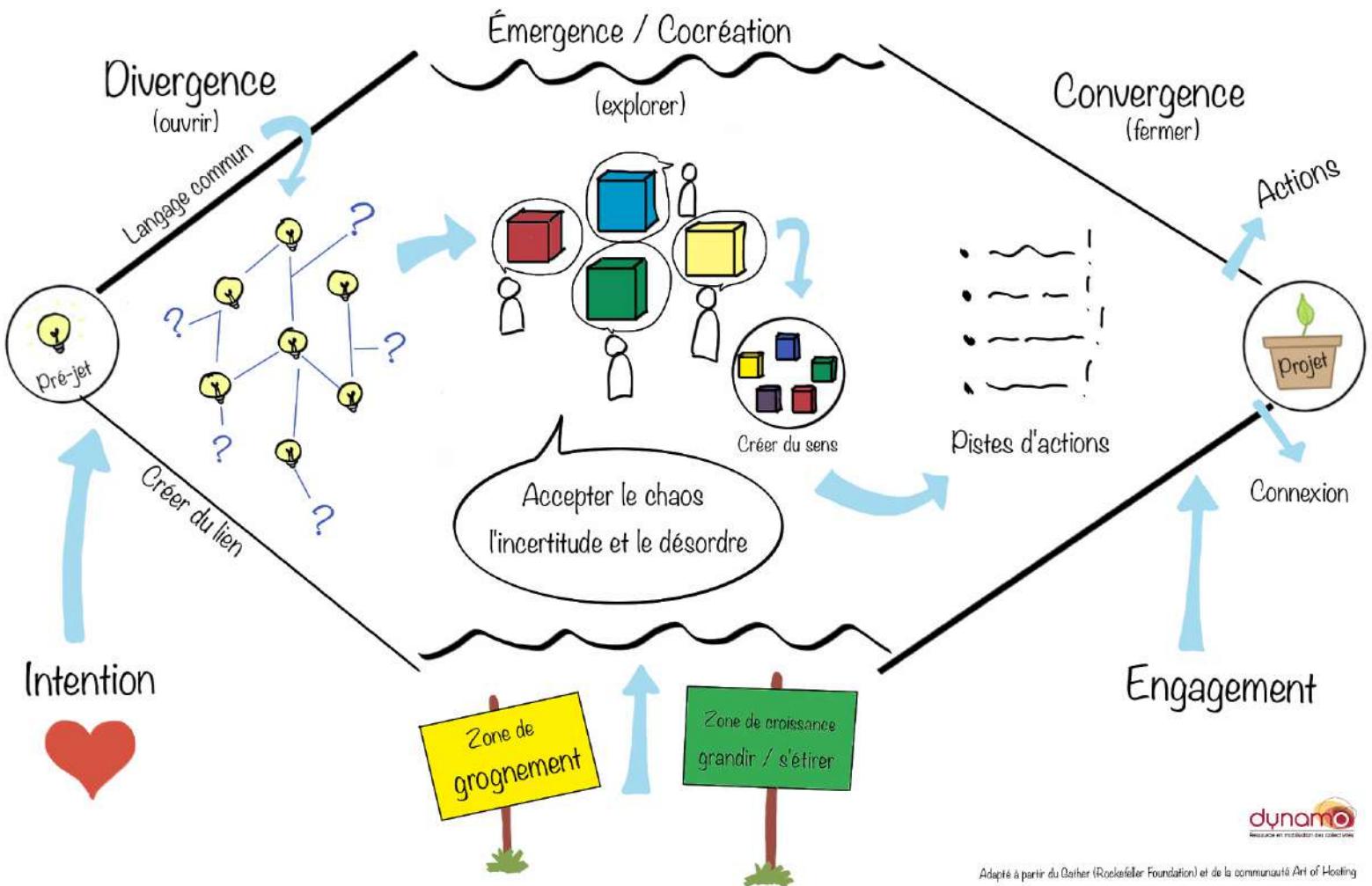
The objective is to go and collect enough content to which the members of the group subscribe. This makes it possible to carry out a first draft of the project or action that could be validated and deepened within the group.



MEETING DESIGN



DIAMOND DE LA PARTICIPATION



PARTICIPATION DIAMOND

Degrees of participation

ÉCHELLE DE LA PARTICIPATION



The challenges of participation are well known:

Among other things, mobilization of citizens and actors, social acceptability, conciliation of divergent positions and choice of project to be carried out.

These challenges can be overcome by good planning and a few tricks :

- We have to be very clear about what we expect from participants: what do we want to get through their participation?
- It is important to consider beforehand possible questions that may arise in order to be able to respond effectively to people who might have divergent points of view;
- It is essential that the right people give their opinions on the right questions at the right time;;
- The framework for public participation needs to be well established: defining the boundaries, the topics to be discussed with the participants;
- It is advisable to meet in small groups in order to facilitate exchanges and to have experienced facilitators lead the discussion.
- It is advisable to plan different times to allow people to participate.

Section B

Facilitate



The role of the facilitator is to Create the conditions for collective intelligence not only to germinate but to take root in the group dynamic

The facilitator is not always the leader of the meeting.

Any collective process is based on **collaboration** and on the **creation of a space** where each participant is able to **talk**.



PILOT

INTENTION
HARVEST
INVITATION

DIVERGENCE
ÉMERGENCE
CONVERGENCE

GUIDE

THE THREE ROLES OF THE FACILITATOR



ARCHITECT



LISTENING
SUPPORT
BRING PEOPLE TOGETHER

THE 7P OF THE SUCCESSFUL MEETING



1 PREPARATION

6 POST-MORTEM

2 PLANIFICATION

7 PERTINENT

3 PARTICIPATION

4 POSITIVE

5 POST-MEETING ACTIONS



THE 5 RULES OF COLLECTIVE INTELLIGENCE

Listening with attention

Listening to understand
and not to answer

Speak with intention

Speak with your heart, using "I"
(and not "we" think that)

Be kind

Be open to oneself and others
(not in a judgment mode)

Trust each other

Dare (what happens, was bound to happen)

Respect the framework

This is in addition to above rules,
the format rules
(for ex. an instruction for an exercise)

Rules are necessary to set benchmarks
and to feel safe



THE HARVEST

We do not plan a meeting, we plan a harvest
- Chris Corrigans

It is a matter of making visible
the work done in connection
with our intention.

What do we want to harvest?

Examples, in line with degrees of participation :

- Inform : Citizens more knowledgeable about project.
- Consult : Ideas to enrich a project.
- Implication : The contribution of citizens to the different steps.
- Co-décide : Decisions taken collectively
- Empowerment : Projects that are developed and supported by citizens.

How to harvest so that it can be useful in the future?

- o Collective notes taken on flip-chart
 - o Graphic harvest
 - o Video Capsules
 - o Minutes
 - o Photographs
 - o Mapping

THE INVITATION

**The invitation is the translation of the intention
and desired harvest.**

**A well-constructed invitation allows participants to
arrive with fair expectations and feel that they can
make a real contribution.**

The invitation is the start of mobilisation!

Among important parts of an invitation, let's mention:

- The intention of the exercise;**
- The central question that will generate the harvest;**
- The nature of the meeting (for example : participative);**
- The desired contribution of participants;**
- Place, date, time;**
- Constraints or special needs (e.g. universal access...).**

DOTMOCRACY

DECISION-MAKING METHOD

Simple and collective decision-making method that allows to highlight trends in a limited number of options.

How does it work?

1. Determine the objective
2. Choose prioritization criteria (4 ou 5 max)
3. Proceed to choice by dotmocracy
4. Analyse results
5. Validation of choices



To proceed to choices:

1. Each participant receives an equal number of point stickers. (2-3)
2. Participants are invited to affix their point stickers on their favored element. They can divide their choices or choose only one.

Advice:

Plan a follow-up with the group to present the results and analyse the results collectively.

BATTERIES

This is a tool that allows participants to measure collectively:

- The amount of resources, time or energy available for a project or a process;
- The level of achievement of objectives or of expected results;
- The level of satisfaction;
- Etc.



First, identify the topics on which participants will have to decide on.

For example, if a consultation enters into a process of thinking about strategic planning, the facilitator may want participants to comment on the following items:

- **Time available**
- **Ressources available**
- **Level of motivation**
- **Level of energy**
- **Level of knowledge and skills**

Each of these items would form a category that will be displayed on the wall. Under each category, different levels of batteries would be glued on.

Section C

Conflit Management



Conflict management is the ability to anticipate, recognize and resolve conflict effectively. Communication is an essential tool to master in the process of managing disputes.

Conflicts occur frequently, with more or less serious consequences. They are inevitable and difficult to predict.

A poorly managed conflict requires a lot of time and energy.

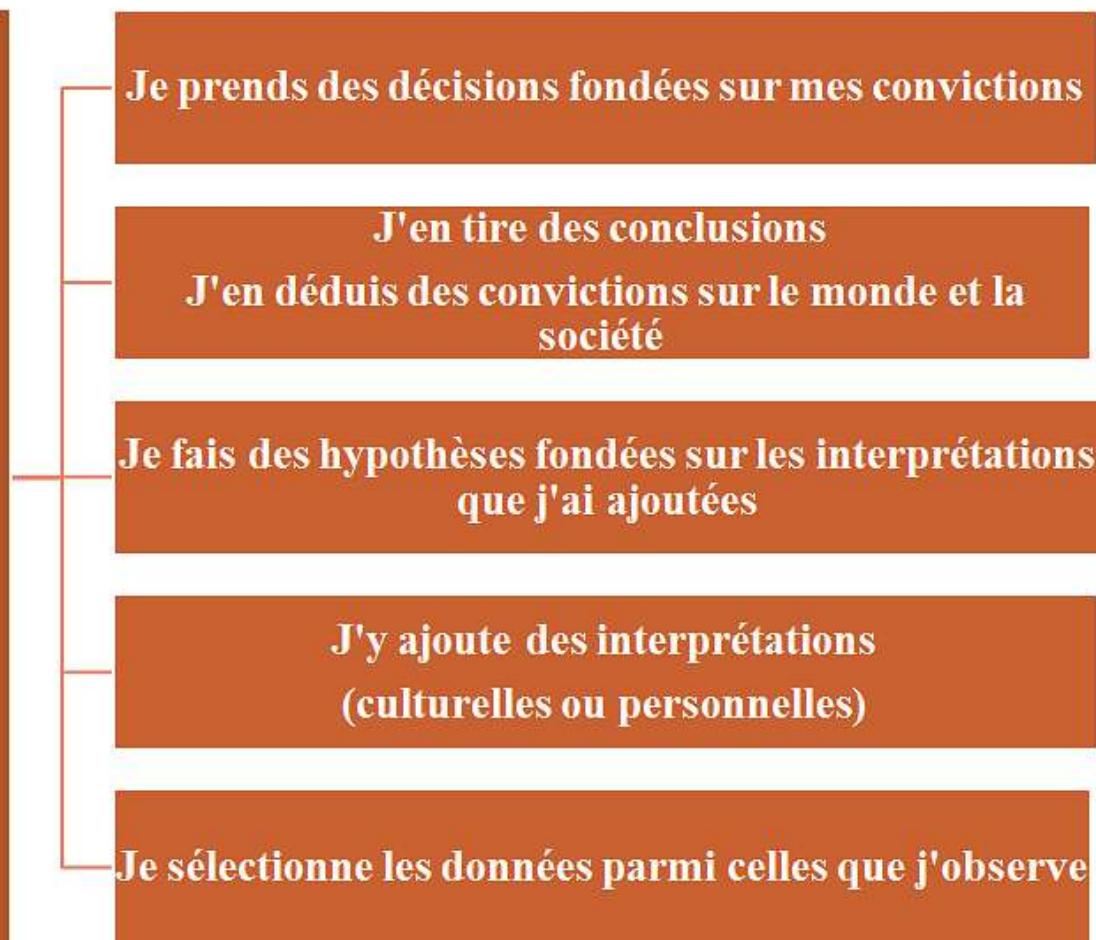
The INFERENCE LADDER

We live most of the time with beliefs that are usually not verified. We adopt these beliefs because they are based on conclusions from our past observations and experiences.

It is as if we are climbing a ladder and each of its rungs happens to infer on the next one.

The illustration shows how each of us builds these beliefs. In order to avoid the trap underlying this mode of operation, we have at our disposal certain communication tools which allow us to constantly check our perception of reality.

Mécanisme d'inférences

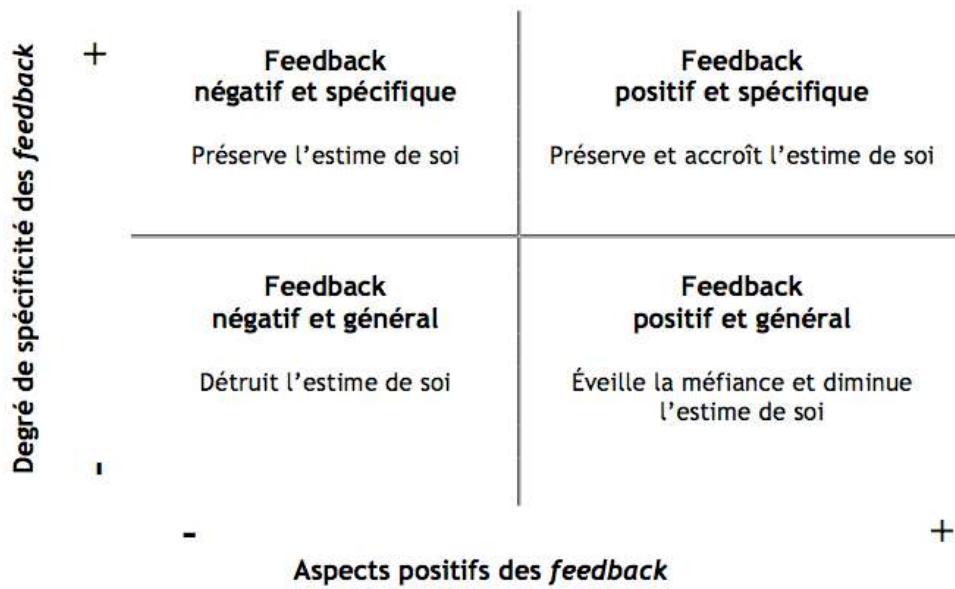


Sources : Argyris (1990) et Senge (The Fifth Discipline, 1994)

FEEDBACK

Collective processes "live" because each participant **evolves continuously**. Every person needs to know whether their behavior and performance are appropriate and satisfactory, or whether they need to correct or better use their potential. **Regular, constructive and objective feedback is motivating!**

Often, an external perspective helps us to recognize more clearly our own strengths and opportunities for development.

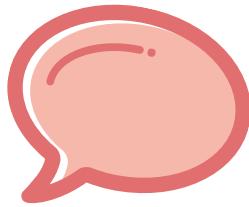


However, for **feedback** to be effective, it must respect **certain rules**:

- Be specific and not general
- Concentrate on the behavior of the person and not on the person himself
- Based on many observations
- Avoid being influenced by prejudices
- Communicate with « I » (« I am under the impression that »)
- Balance the positive and the negative
- Follow-up in time (as much as possible)
- Allow the person concerned to respond to your feedback

Source: guide de management de Jean-Pierre Lanthier, Gérer le rendement au quotidien, Les publications CFC, 1994

Maintaining a culture of communication with openness and honesty, will be helpful in conflict management



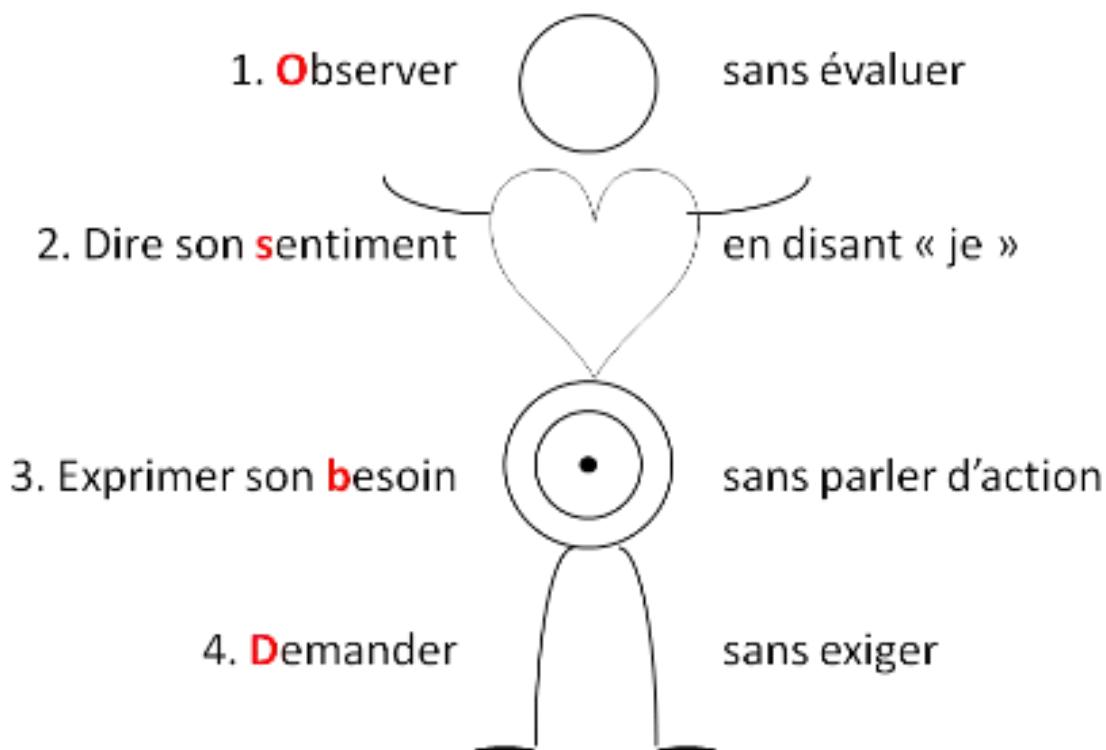
Principles of NVC

Non-violent communication makes it possible to develop the capacity to:

- State rigorous observations, distinguished and separated from our judgments and assessments
- Differentiate our feelings from our interpretations and judgments
- Discover and express our deep needs (aspirations, motivations...)
- Present our demands in a positive, concrete and achievable way

The method is simple: apply the "OSBD" way

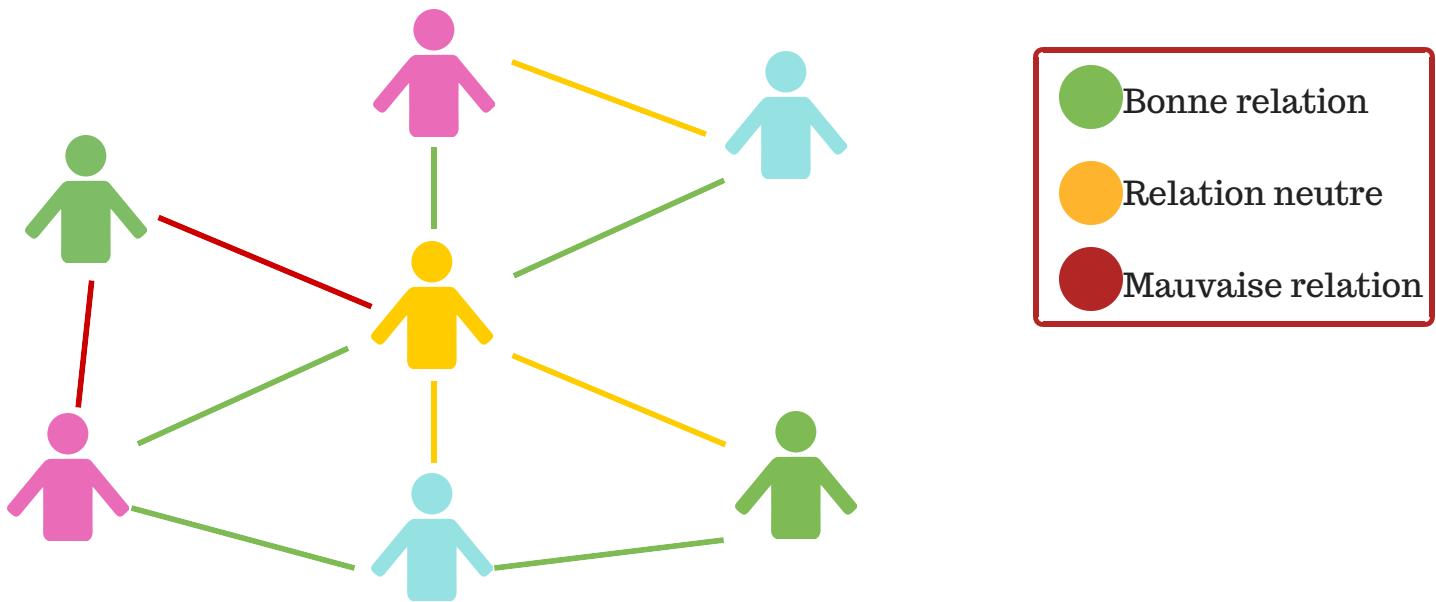
Le bonhomme « O S B D »



Generally speaking, every time the pronoun "you" is used in a sentence, the probability is very strong that it is a judgment and not a feeling.

ANALYSING THE ENVIRONMENT WITH THE Cartography of relations

1. Take a situation where you have to work collaboratively
2. Write on a sheet the names of all your collaborators according to the scale of power and influence
3. Using green, yellow and red pencils, make arrows showing the relationships between you and each of the collaborators
4. Use the same colors to identify the relationships between the various collaborators



Under the light of the mapping of my relationships

- 💡 What strikes me the most?
- 💡 What are the levers to improve my neutral relationships?
- 💡 What are the levers to improve my poor relationships?
- 💡 How can I maintain good relationships?

The 3 **GOLDEN** questions

TO STEP BACK IN A CONFLICTUAL
CONVERSATION

ANALYZING A SITUATION OF CONFLICT

What worries me most about
this situation?

What change would I like to see
in the situation?

What do I want the other
person to understand?

A tool to encourage your thinking on your collaborations

Here are some questions to ask yourself beforehand, in order to be clear with your desire and intention to collaborate in collective projects

In my opinion, trust depends on what?

How, in this collaboration, can I foster a climate of trust?

What do I like about this partnership?

What questions do I have about this partnership?

At work, what is my main strength?

Which of my talents do my colleagues recognize?

To what extent is it possible for me to collaborate?



Section D

collective processes



• A SHARED VISION •

A shared vision gives **direction, meaning and common values.**

It formulates the **collective aspiration**, that is to say what the community aspires to become.

A shared vision, developed on the basis of a **collective diagnosis**, aims to develop another mental model and new attitudes among the various actors.

In this way, they engage freely and enthusiastically **towards the same destination** and makes it possible to **better orient the actions.**

A shared vision allows to:

- Mobilize all the actors of the environment around a vision, a common direction
- Focusing on the choice of collective action
- Co-create a dynamism around the shared meaning
- Create a reality and a common imaginary that empowers the actors of the environment.

A vision must have the following characteristics:

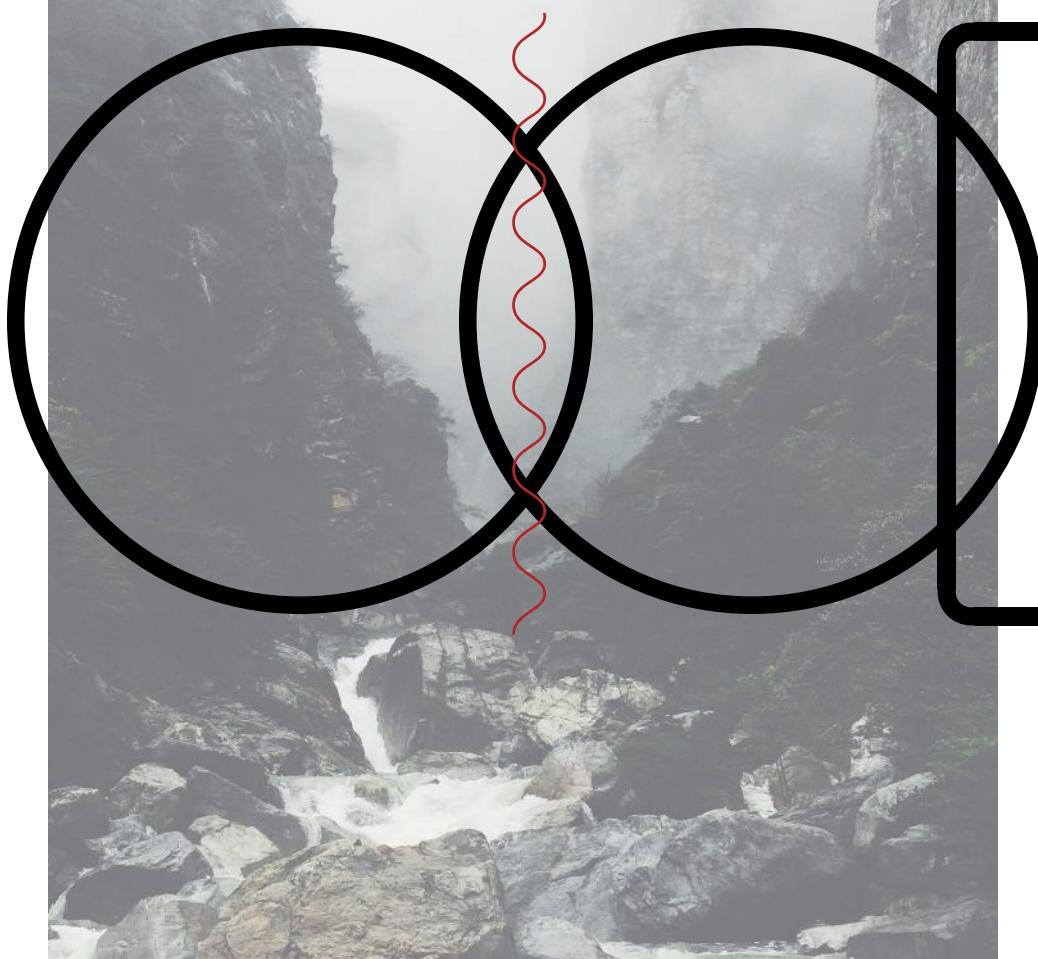
- Projects us in the future
- Is positive and mobilizing
- Contains elements of dream and realism
- Does not go into details, because everyone has to be able to appropriate and adapt it to his process
- Is an affirmation of what the actors want to create together



CHAOS/ORDER PATH

In collective processes, the path between Chaos and Order lead us to experimentation, collective learning and innovation.

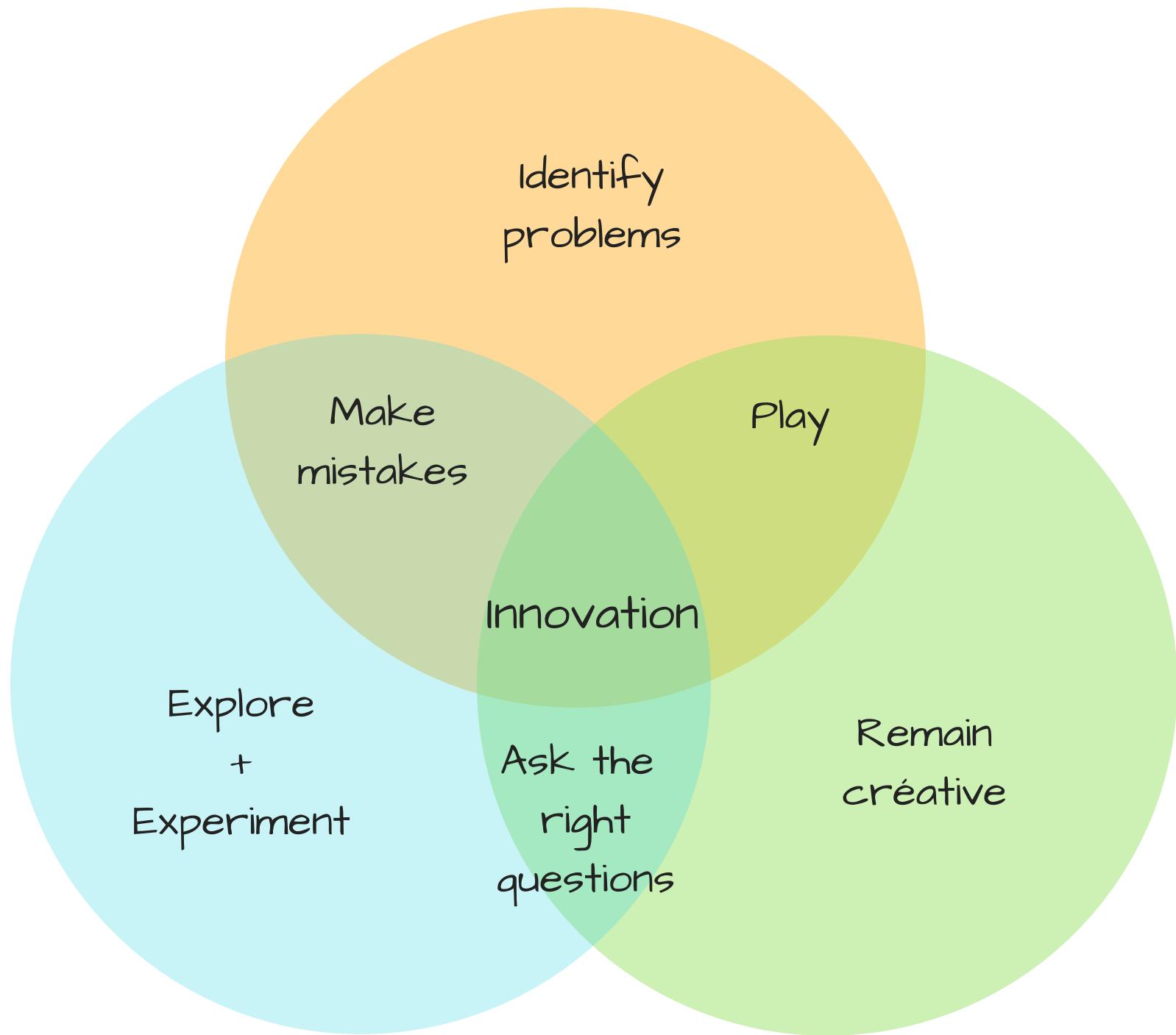
Instead of trying to control all the details in a directive way, many people see the need to access collective intelligence in this way.



This can be a sometimes "tangled" process
until you get a new vision
and more clarity.

To facilitate the journey along the chaos/order path, one must have the courage to remain in this movement between order and chaos long enough. This moment will allow the generative emergence of collective intelligence and thoughtful action.

Diagram of innovation



INNOVATE WITH THE



Identify our usual judgments and put them aside

Identify the facts and the emotions surrounding the situation using a new point of view

Enrich the analysis of the situation by making a collective conversation with the persons concerned

Take a time-out to digest the new information and reflect on what it raises as questions

Make adjustments

Go find retroaction

Try a new way of doing things

Find a new way of doing things

Welcome new ideas in relation to the situation and share them



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