

Participative leadership – rhetoric or reality?

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About today

1) Strengths-based approaches

Building on what's strong, not what's wrong

2) Participation is power to what?

Power with or over?

3) Engaging leadership

Stepping forward to walk the talk



Strengths-based approaches



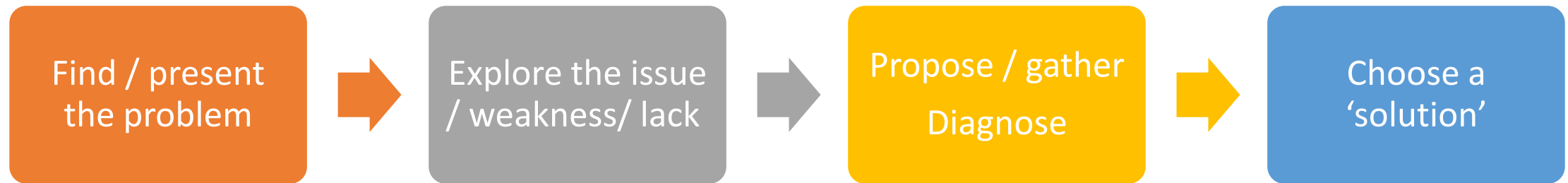
Strengths-based approaches

CO – WHAT ?

SO WHAT ?

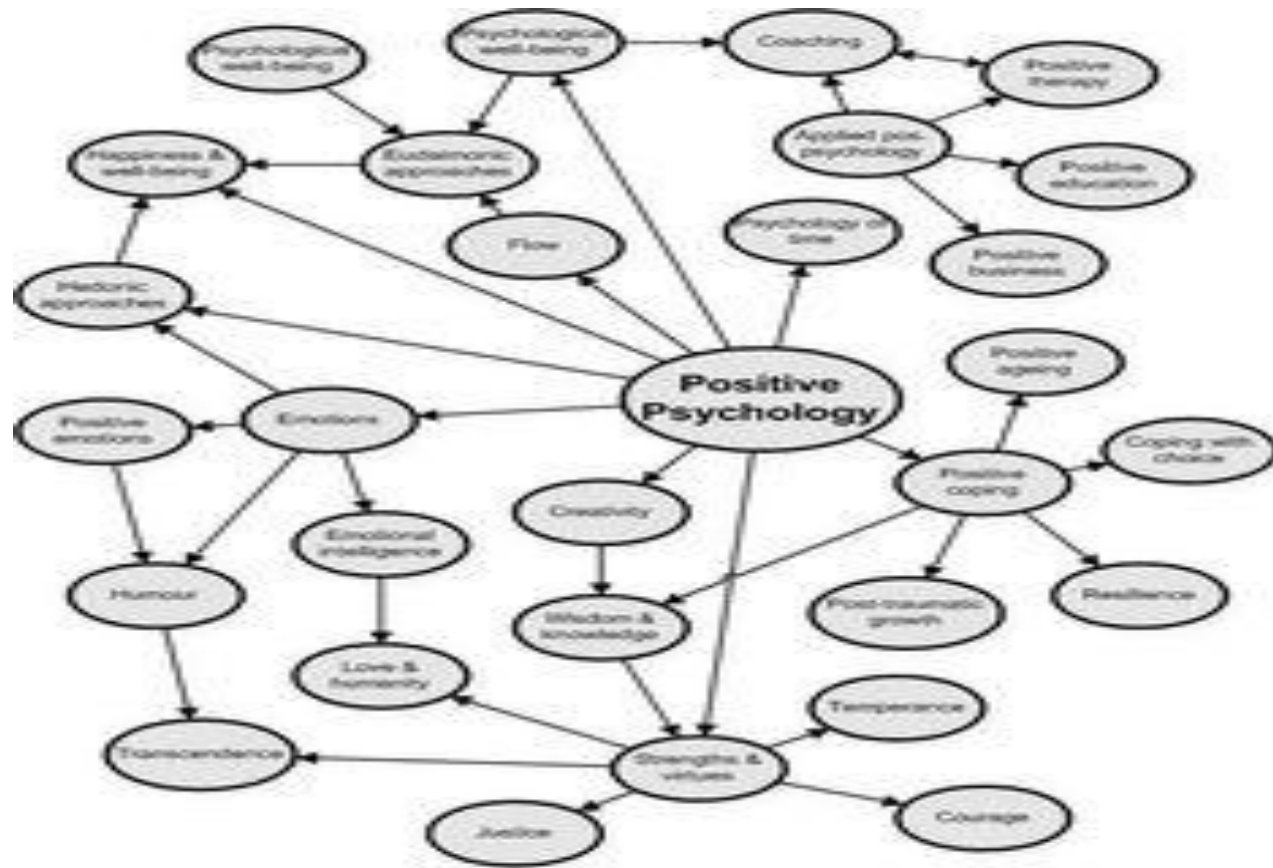
Strengths-based approaches

Our conventional approach to change...



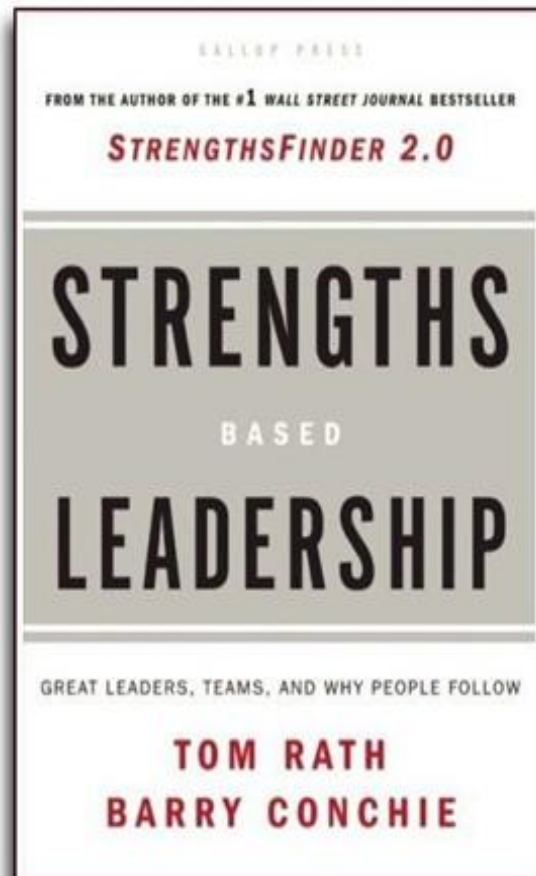
Strengths-based approaches

A positive revolution



Strengths-based approaches

A positive revolution



GALLUP Strengths Finder

- 20,000 leader interviews
- 10,000 followers

What did they learn?

Effective leaders:

- Invest in strengths
- Build team strengths
- Understand 'followers' needs and perspective

Strengths-based approaches

Deficit Based

- Problems
- Blame
- What's missing
- Scarcity
- Risks
- Needs
- Control-outside in
- Top-down
- Do to
- Passive receivers

Can't do!

Asset Based

- Possibilities
- Shared ownership
- What's there
- Abundance
- Courageous leadership
- Strengths, capacities, assets
- Lead by stepping back, Inside-out
- Citizen-led
- Do with, enabling to do
- Active producer & co-producers

Can do!

Strengths-based approaches

A positive revolution



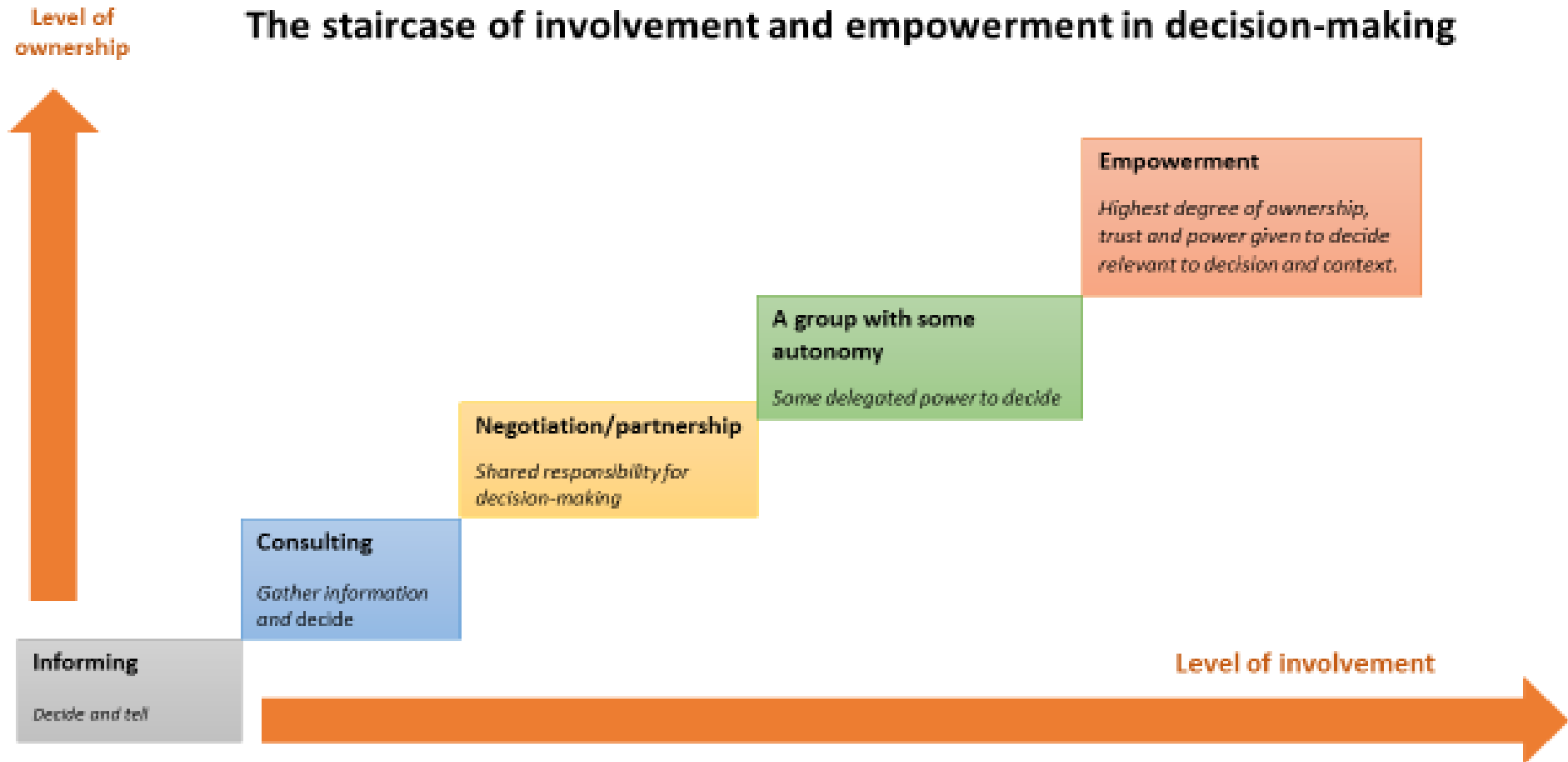
Participation is power to what?



Participation is power to what? The Somalian holdall

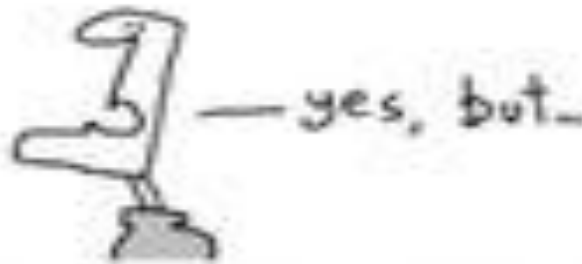


Participation is power to what?



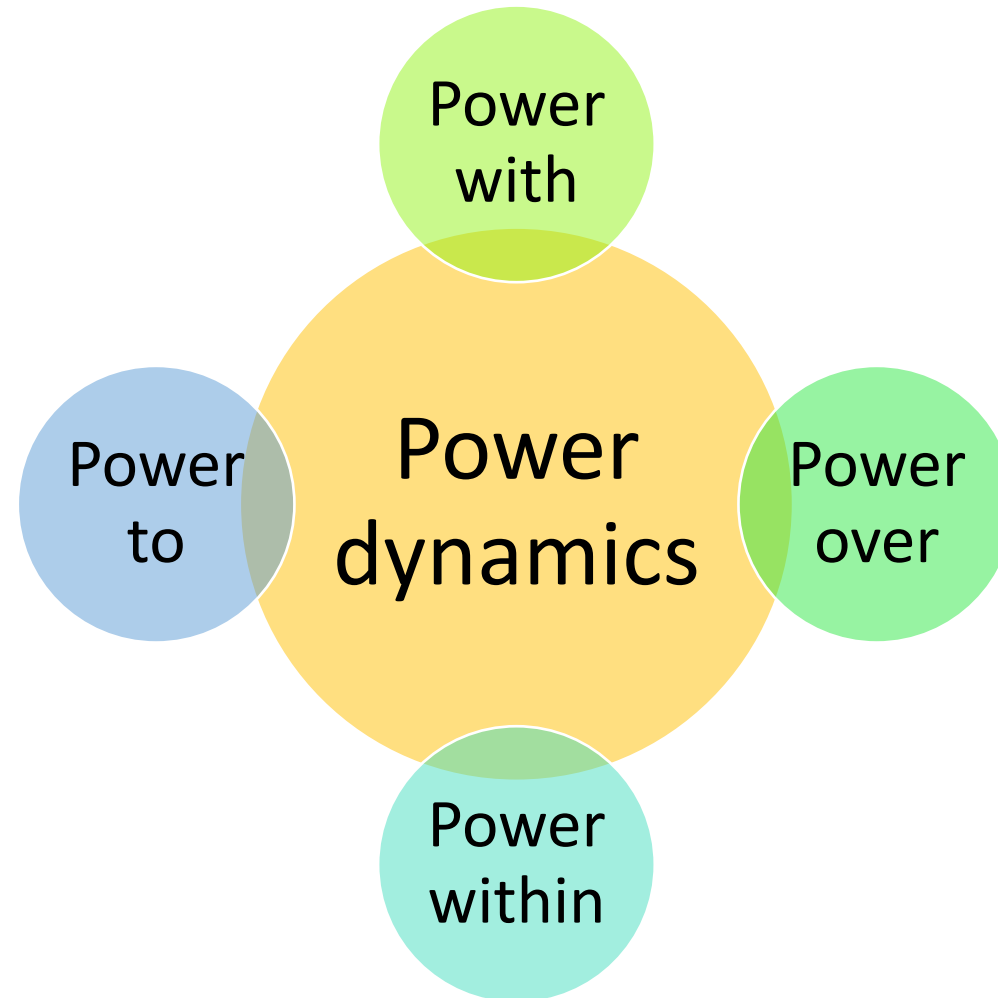
Participation is power to what? How ready are you?

GREAT IDEAS ALTER THE
POWER BALANCE IN RELATIONSHIPS.
THAT'S WHY GREAT IDEAS ARE
INITIALLY RESISTED.



high

Participation is power to what?



Participation is power to what?

Assets – everyone has gifts

(skills, knowledge, resources, passion)

Capability and potential – all around

(individuals, organisations, communities)

Relationships – woven into life

(collaborations, supportive networks, positive connections)



A strengths-based approach - ABCD

Asset Based Community Development



- Sees skills, talents assets rather than problems and needs
- Identifies assets – human, social and physical capital
- Mobilises and is community-driven

Engaging leadership– 5 key assets



Engaging leadership – ABCD

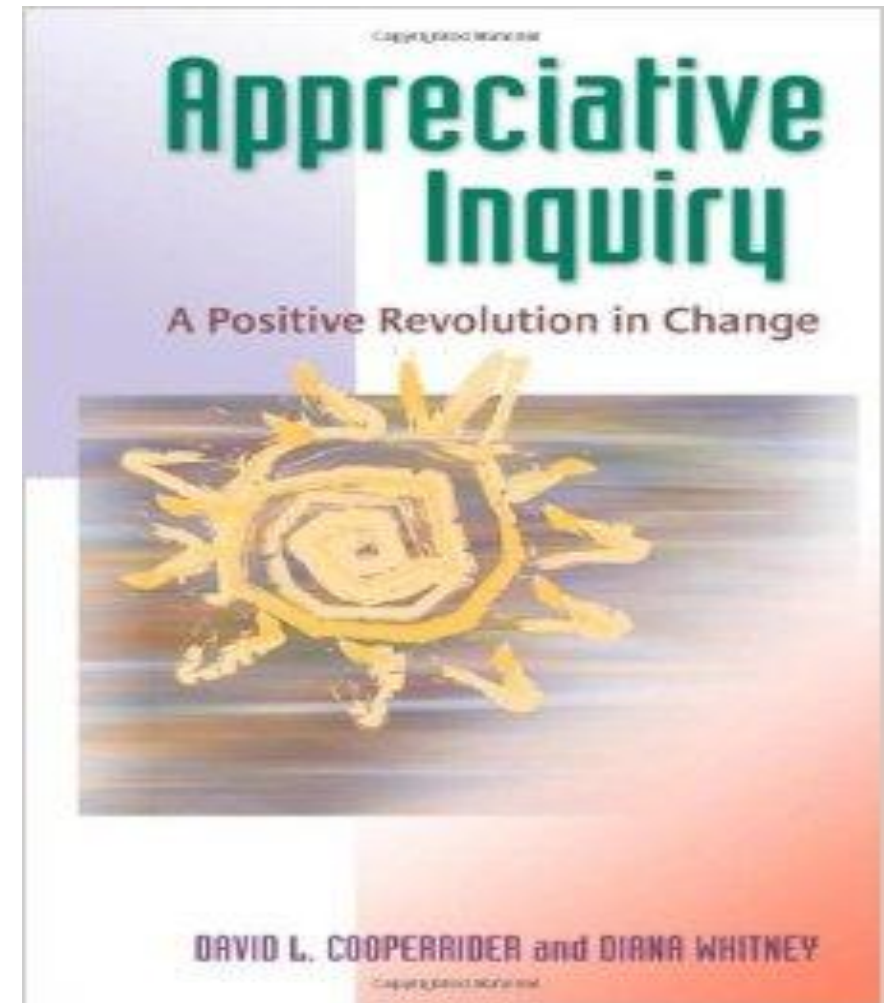
Asset-based Community Development Methodology



Engaging leadership– AI

- ***Ap-pre'ci-ate***, v., 1. *valuing; the act of recognising the best in people or the world around us; affirming past and present strengths, successes, and potentials;*

In-quire' (kwir), v., 1. *the act of exploration and discovery. 2. To ask questions; to be open to seeing new potentials and possibilities.*



Engaging leadership – AI essence

- Words create worlds what you look for you move towards
- All organisations have a positive core
- Organisations = not a problem but a solution
- Harness the best of the past, present and dream the future



Engaging leadership – AI essence

The 4 Ds of Appreciative Inquiry



Source: Cooperrider et.al

Engaging leadership— one AI example

- **What is your happiest memory living in this community?**
- **What are the best things to have happened to your community?**
- **What is your community's greatest strength?**
- **What's the one thing you'd want to remain the same?**
- **How would you want to transform your community for the next generation?**

(Cairngorm)



Engaging leadership Power of culture

“How things get done around here.”



Engaging leadership – key considerations

- Diversity
- Skills
- Motivation
- Practical and emotional support
- Coaching and training
- Recognising performance
- Leadership development



Engaging leadership

Everyone leads



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