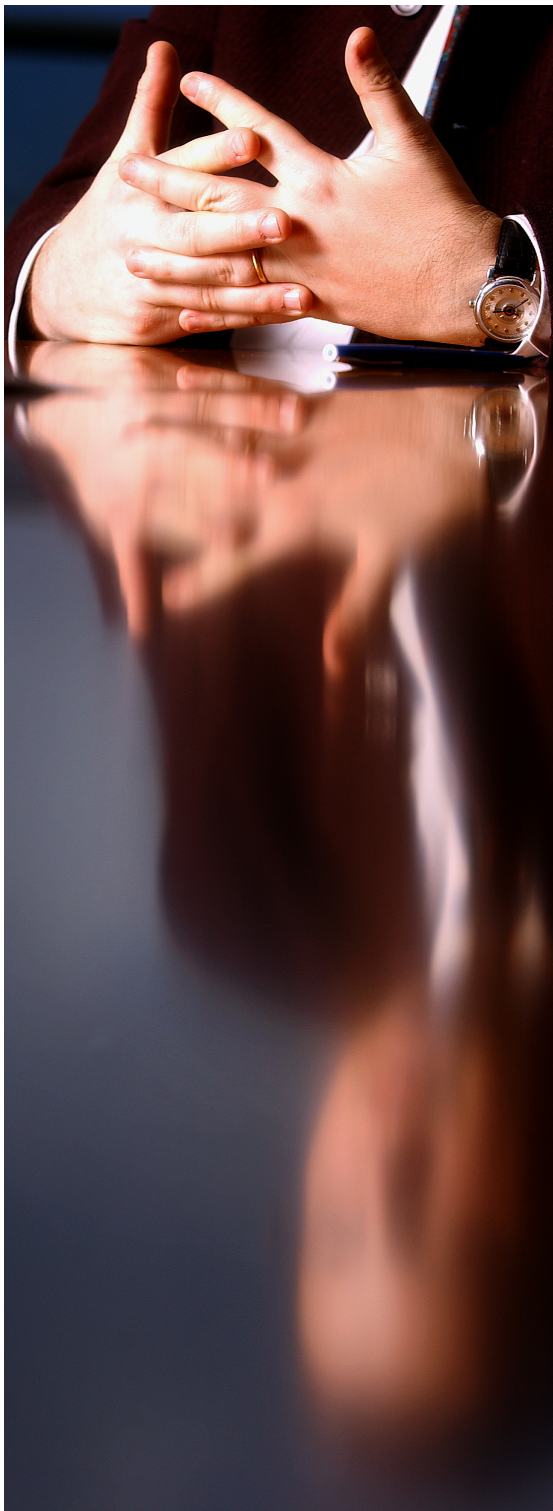


Leading successful change and impact in a
complex multi-stakeholder world
“**P**rocess **P**ragmatic **P**rogress”

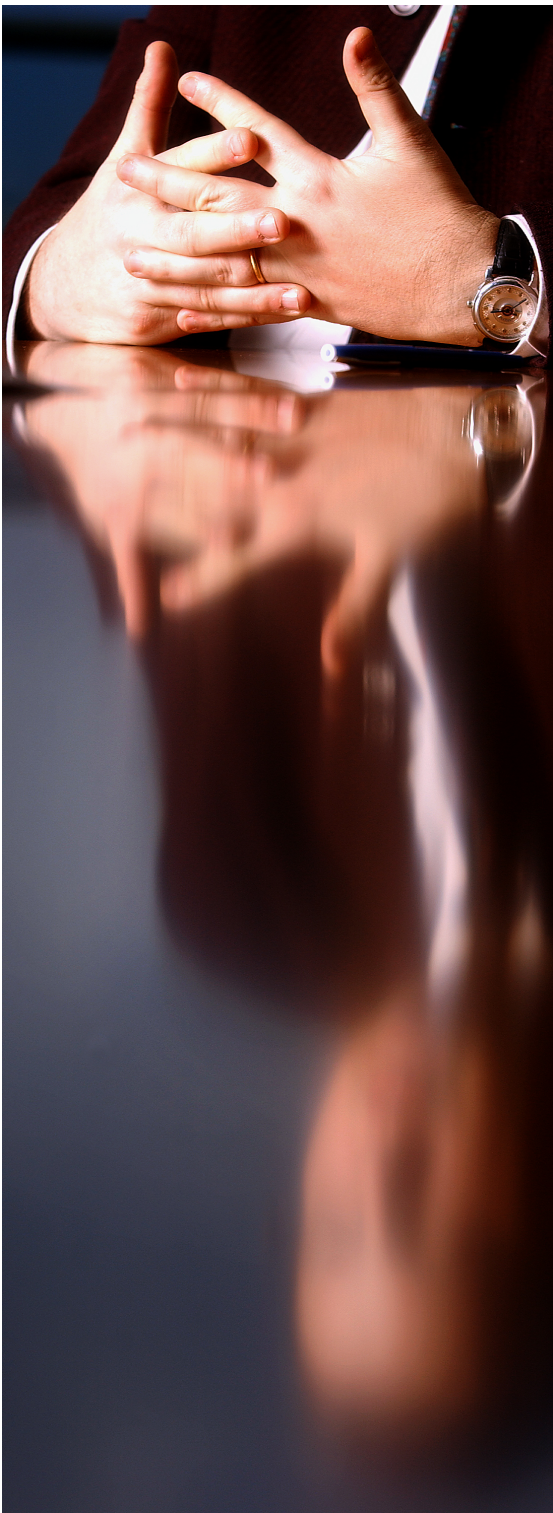
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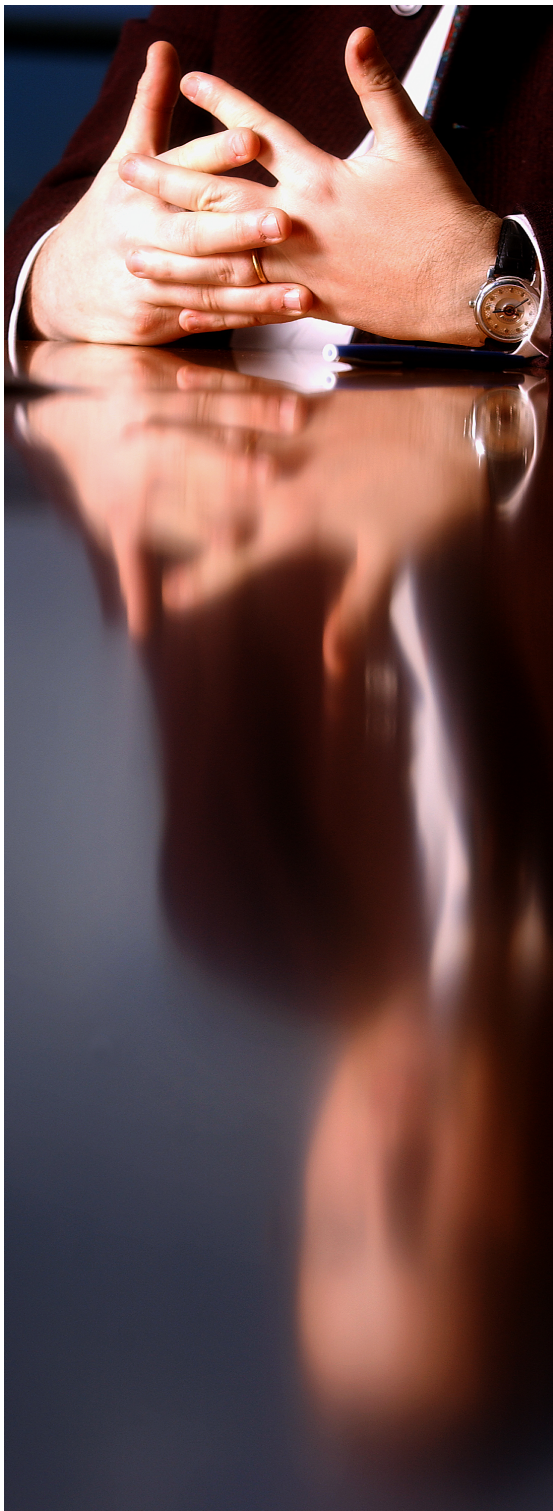


Introduction

- In today's world, all decision-makers, from business, government and civil society, are more and more confronted with complex decision situations. Such situation are characterized by
 - a high level of complexity, interconnectedness and number of alternatives, hence the risk to miss a better and more sustainable solution or chose a solution with a badly understood level of risk;
 - an important need to include all stakeholders in a real partnerships to allow the solution to be comprehensively defined, and successfully implemented.
- This implies that the decision-makers need to be supported by people that:
 - on one hand can help them expand and clarify the alternatives for a decision (“Honest Brokers”) and;
 - on the other hand are capable of building bridges to the other stakeholders to support the creation of a platform for a real partnership (“Bridge Builders”).
 - Have a clear and transparent process that will bring the change and impact necessary.



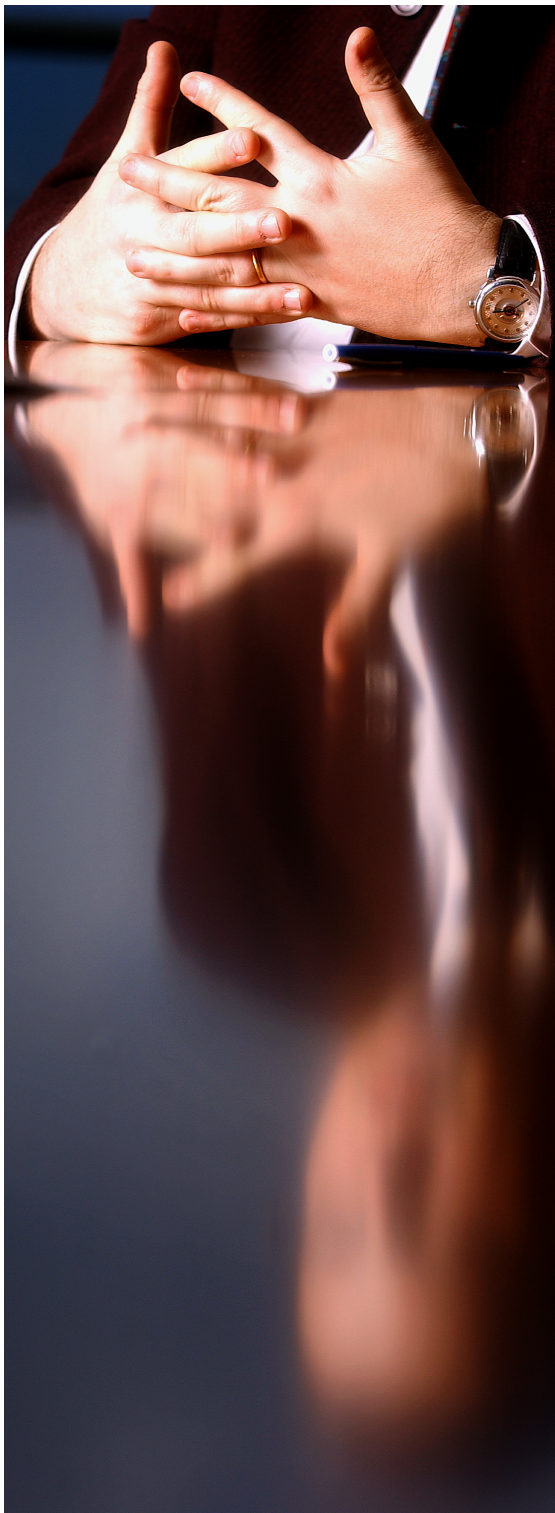
Some Concepts



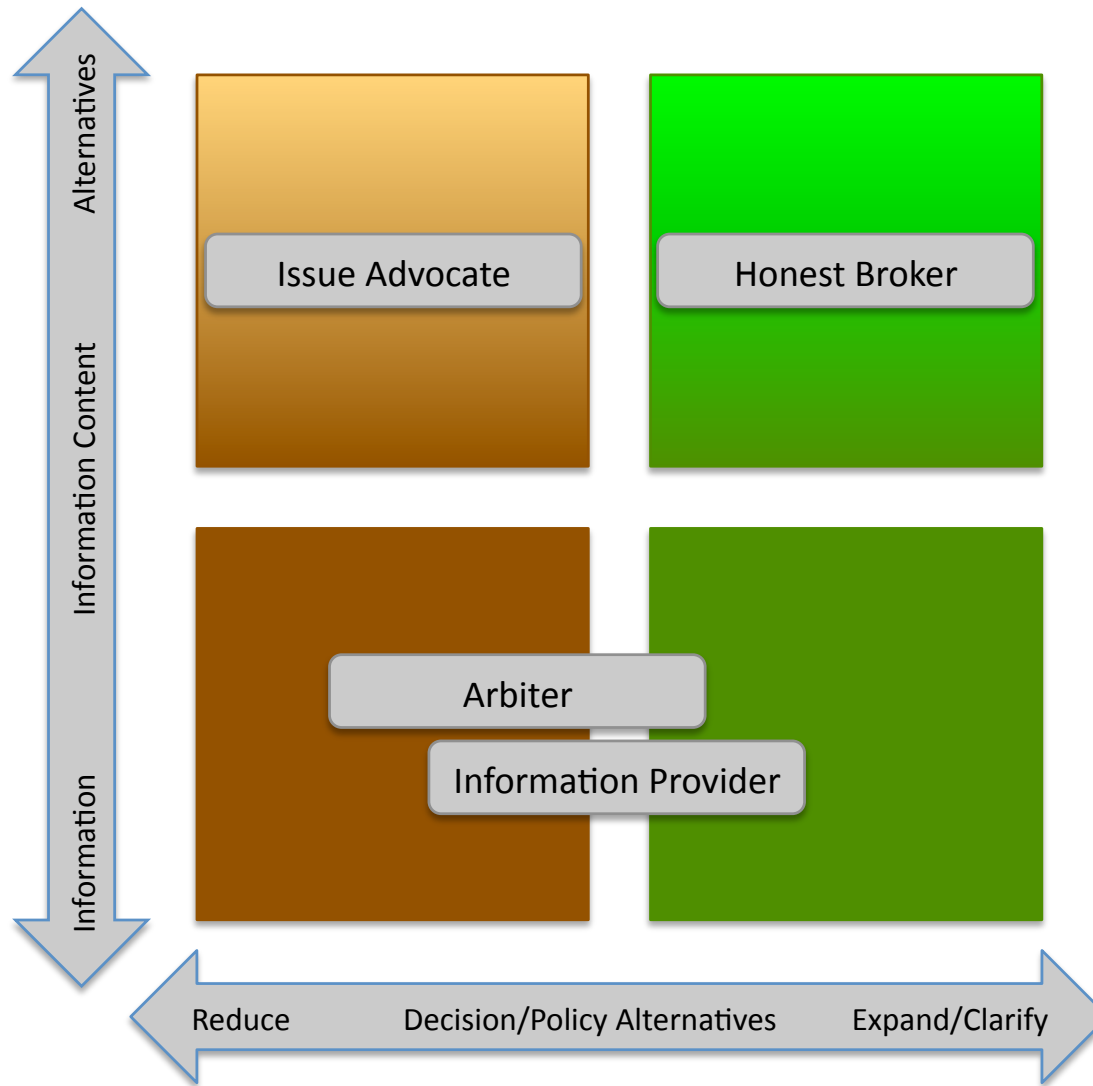
Concept

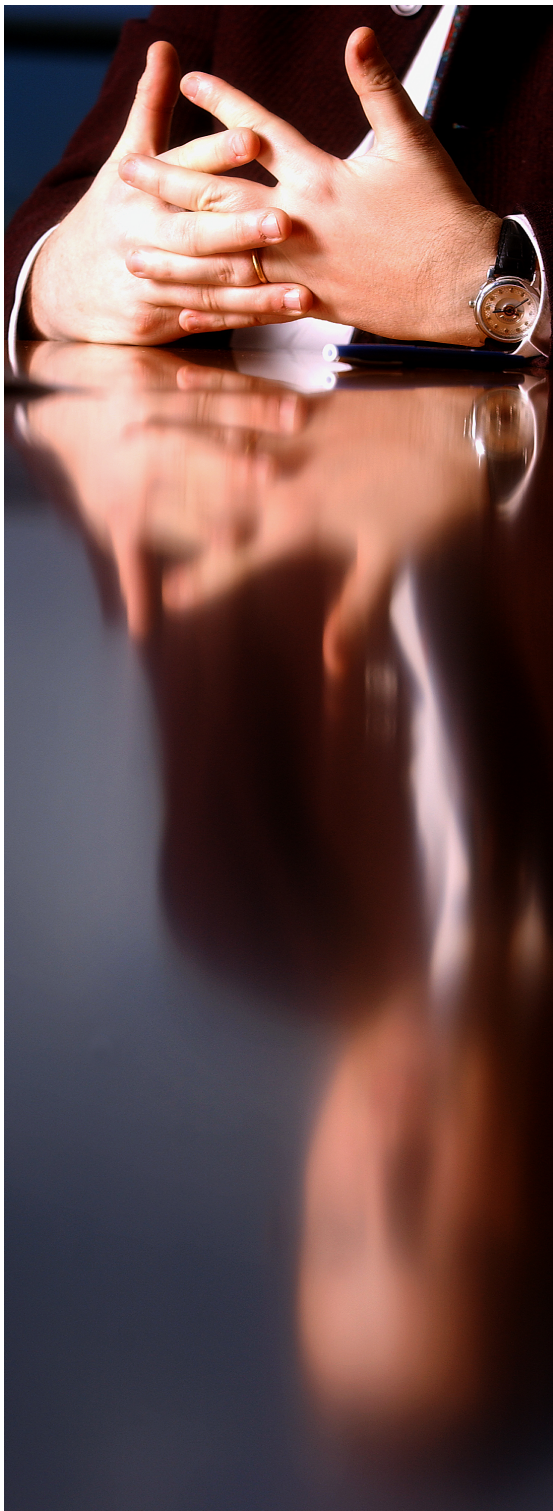
“Honest Broker”

- In the realm of helping people or institutions clarifying on decision or policy alternatives we can distinguish four fundamental roles (based on the excellent book by Roger A. Pielke Jr : The Honest Broker : Making Sense of Science in Policy and Politics, Cambridge University Press 2007):
 - Information Provider;
 - Arbiter;
 - Issue Advocate;
 - Honest Broker.
- Each of these roles can be described the following way:
 - **Information Provider:** will give background facts and information, will not provide any specific answers to the issue at hand.
 - **Arbiter:** will provide facts and information on questions around the issue at hand. But will provide them on being asked.
 - **Issue Advocate:** will propose a specific decision or policy alternative based on his own interest. Will at the same time reduce the holistic view of all possible decision and policy alternatives.
 - **Honest Broker:** will help to expand and clarify the decision and policy alternatives in a way that will help the decision-maker to reduce choice based on his or her own preferences or values.



Concept "Honest Broker"





Concept

“Honest Broker”

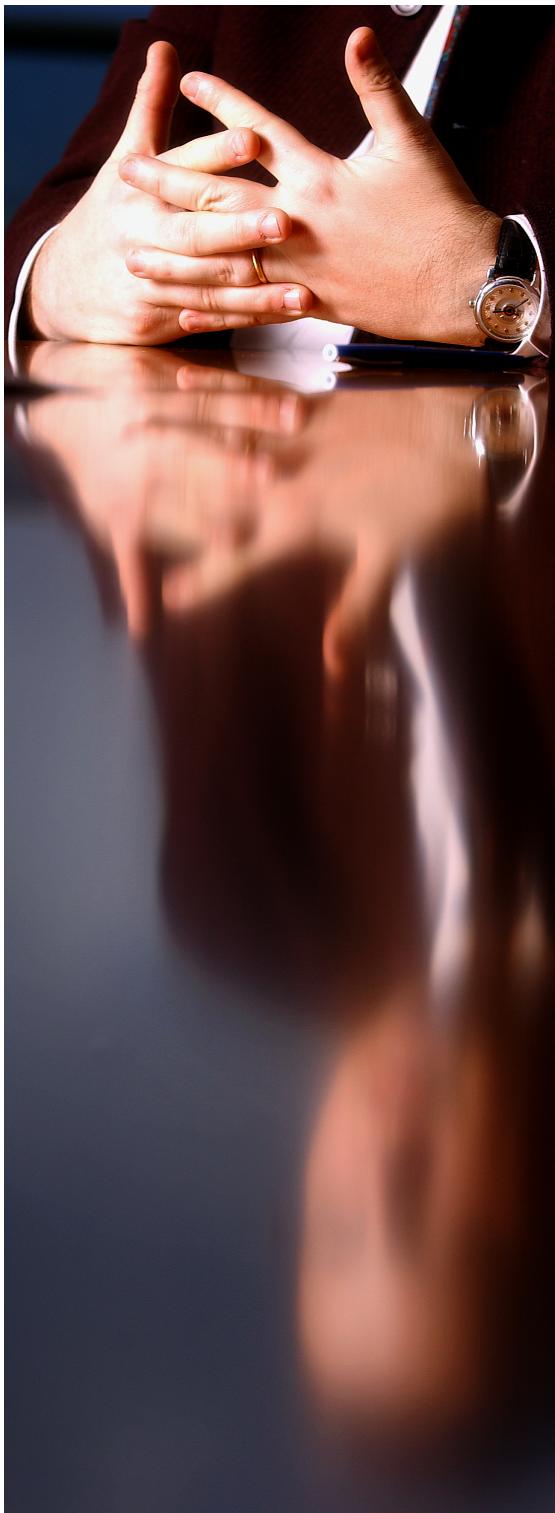
- This implies that a successful « Honest Broker » has to:
 - Help expand and clarify all decision and policy alternatives, including:
 - all the key success factors;
 - all the means necessary;
 - all stakeholders necessary to be involved;
 - all possible risks and the necessary means of mitigation.
 - Help determine the most appropriate alternative given the framework and the means available.
 - Finally all this effort must uniquely follow the framework and context of the decision-maker and not of the “Honest Broker”. This clearly to avoid to become a “Stealth Issue Advocate”.

Concept

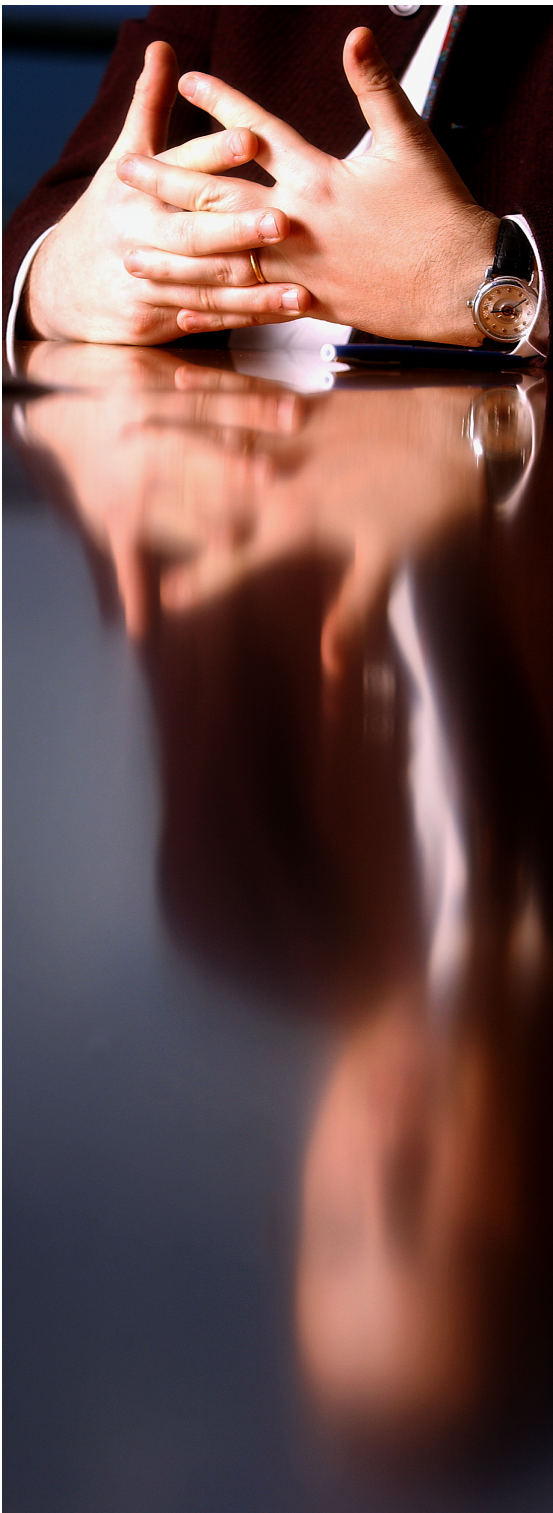
“Bridge Builder”

- The successful « Bridge Builder » needs to have the following capabilities, skills and knowledge:
 - A deep understanding where each stakeholder comes from, what are his frame conditions and what are his decision options;
 - A full recognition by all stakeholders that the main objective is to build a platform of equal partners and that the conclusion can only be winning together or losing together;
 - A capacity to help all stakeholders realize and achieve what is a winning alternative for all.

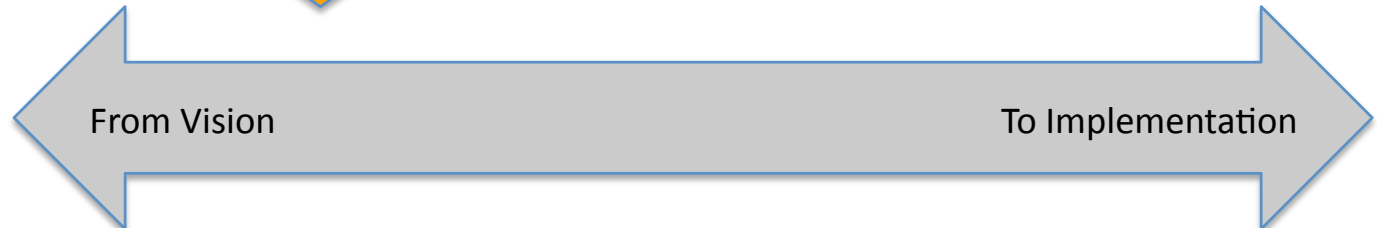
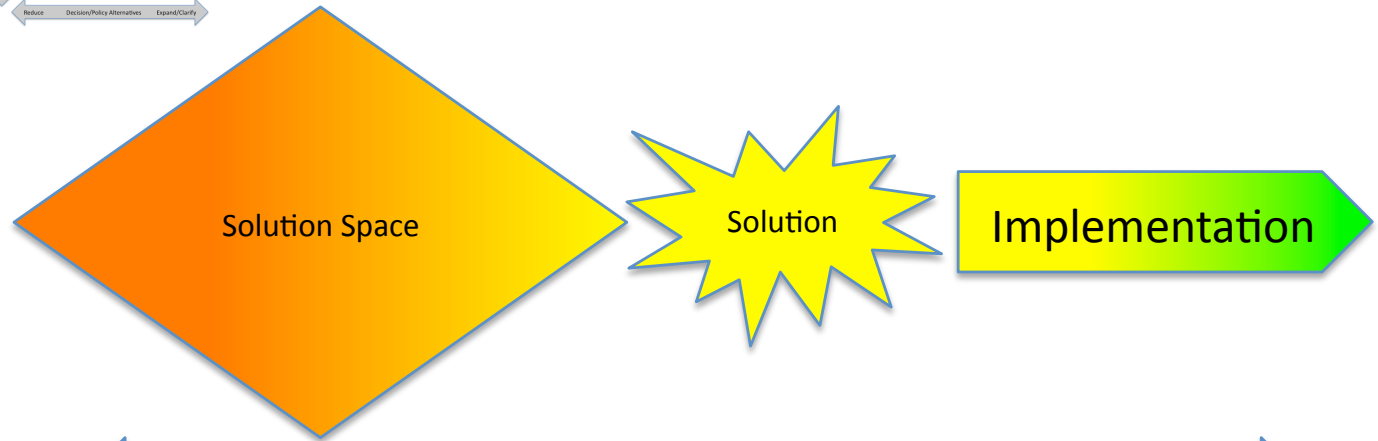
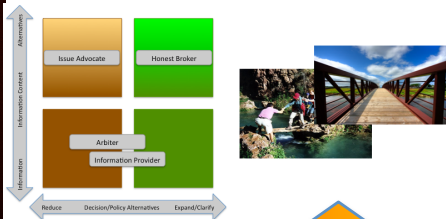


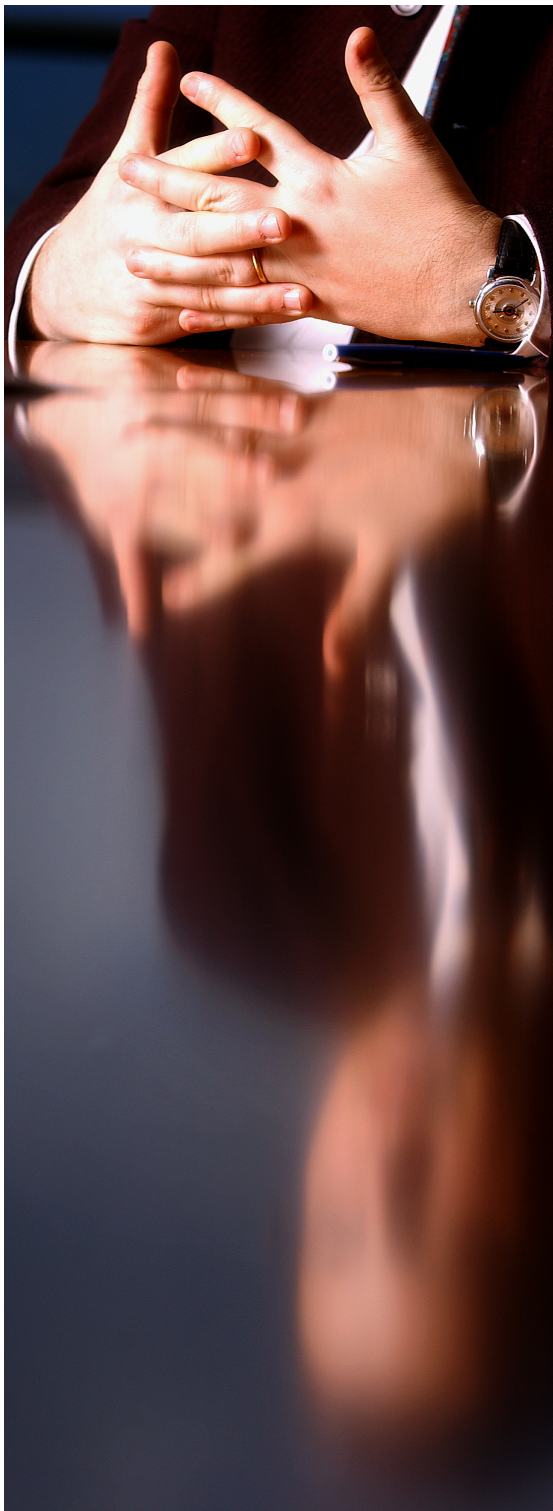


Process



Process Overview





Process Steps

- **Honest Broker:** Lead the understanding of all options for a solution for change and impact. Determine all stakeholders to be involved.
- **Bridge Builder:** Bring all stakeholders together and create a neutral space that allows for all to take part openly in the co-design of the solution. A solution that fits best the change and impact aspired and the aspirations and capabilities of each stakeholder.
- **Coach Co-Design:** Coach with pragmatism through the co-design process of the solution. Pragmatism to assure that there will be a tangible result, keeping in mind that a small step achieved is better than a big step failed.
- **Orchestrate implementation:** Orchestrate the right and most impactful multi-stakeholder team to achieve the solution designed.
- **Coach and Lead Implementation:** Coach and lead the implementation process and assure the successful advancement of the implementation based on a unique understanding and mastery of organizational challenges.