

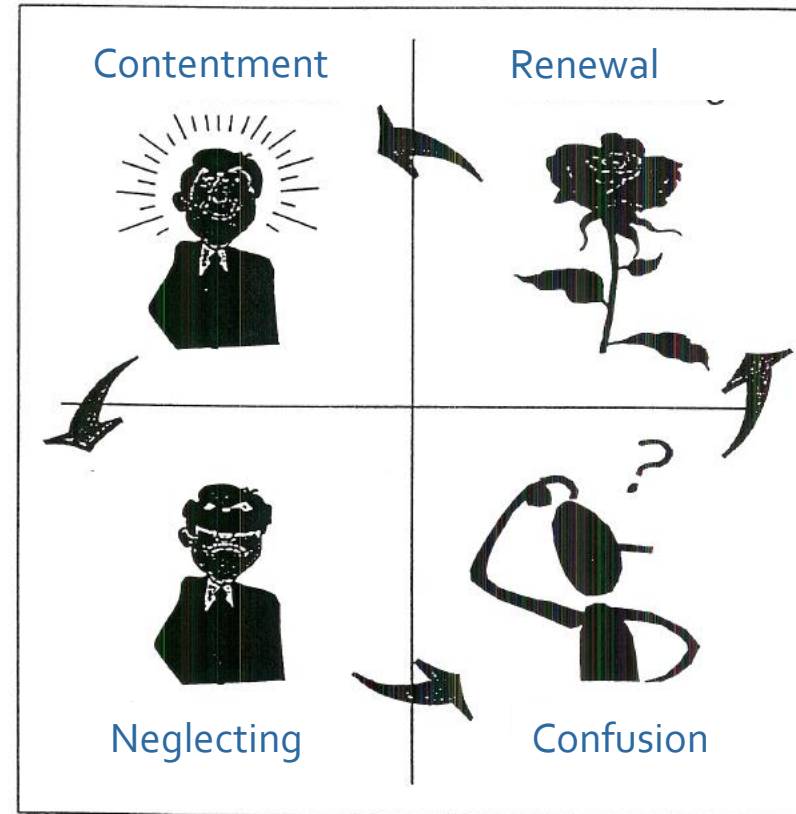


PART 2 - Transformative Governance Instruments

Phases of Change

Four Steps to a Successful Change
| *Claes Janssen*

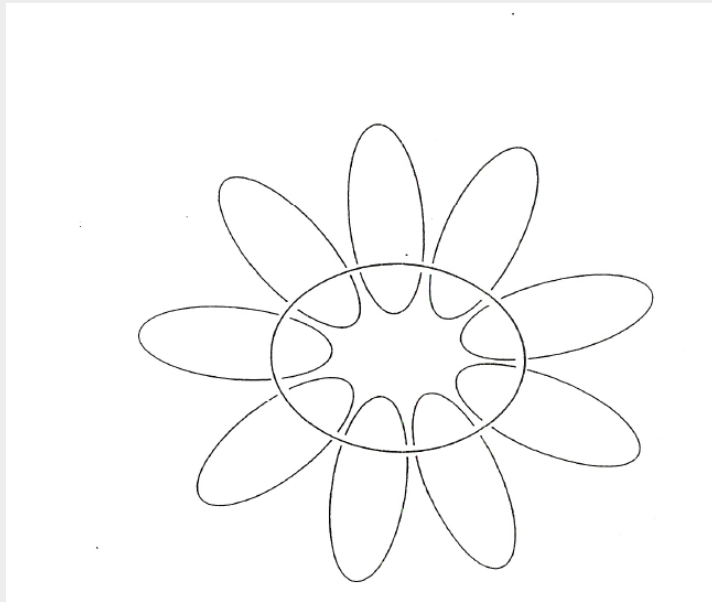
Four-room apartment
(Claes Janssen)



6 Principles of transformative governance

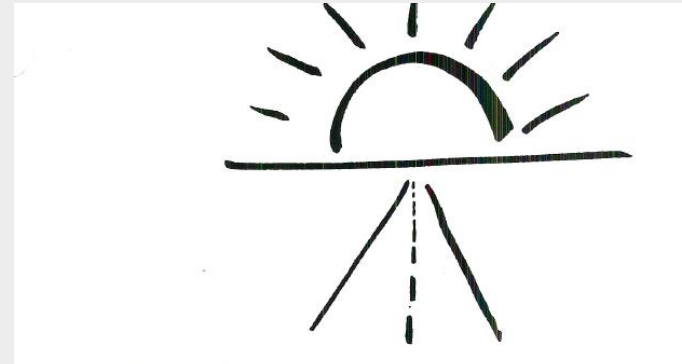
1st principle:

Bring the whole, open system into the room!



2nd principle:

Focus on future (Vision)



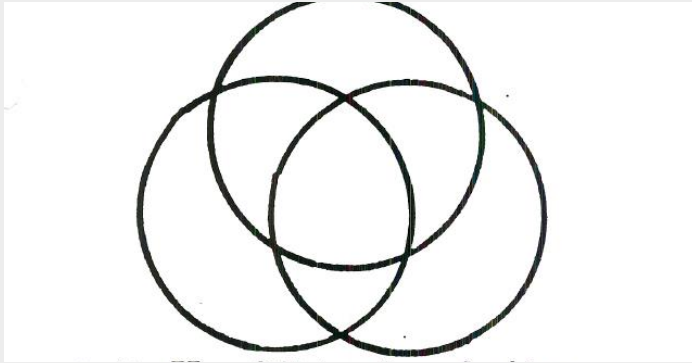
... instead on problems



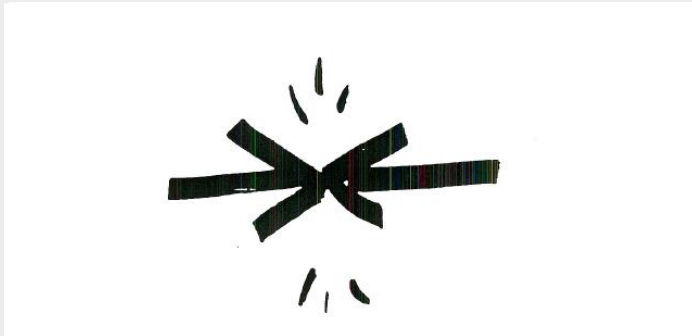
6 Principles of transformative governance

3rd principle:

Find the common ground

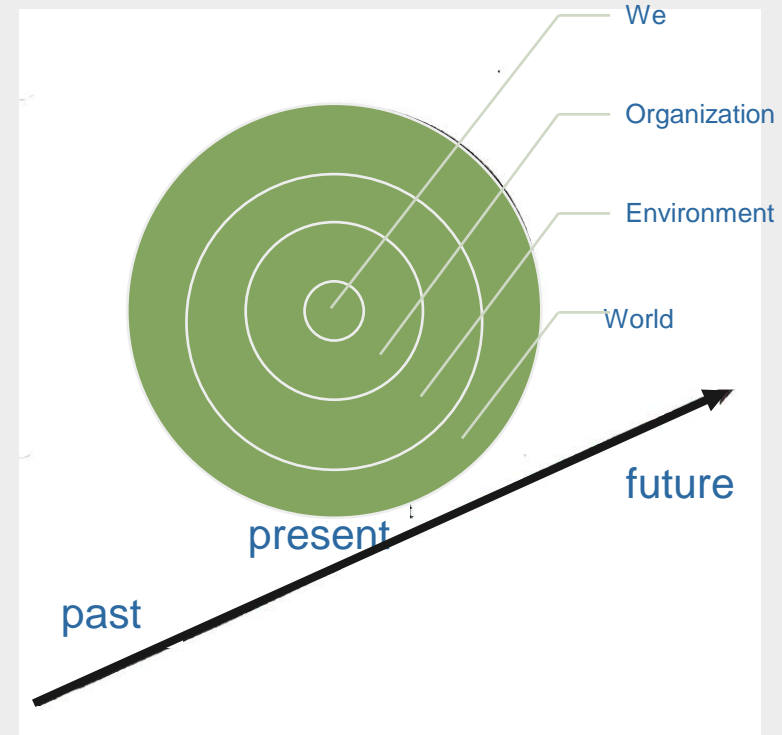


... instead of working on conflicts



4th principle:

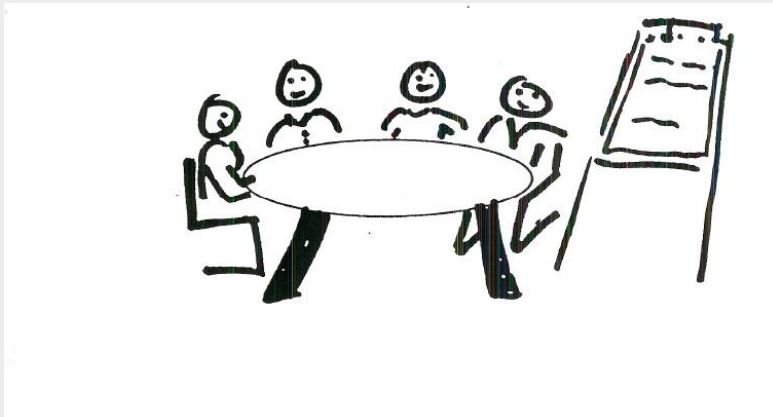
Investigate the whole system



6 Principles of transformative governance

5th principle:

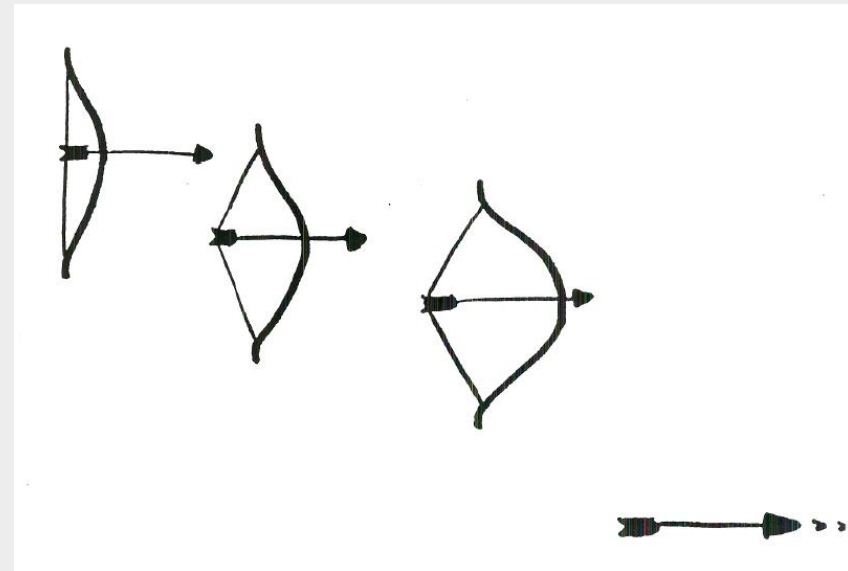
Work in self-organized and self-governing-groups



... to minimize dependence and refusal

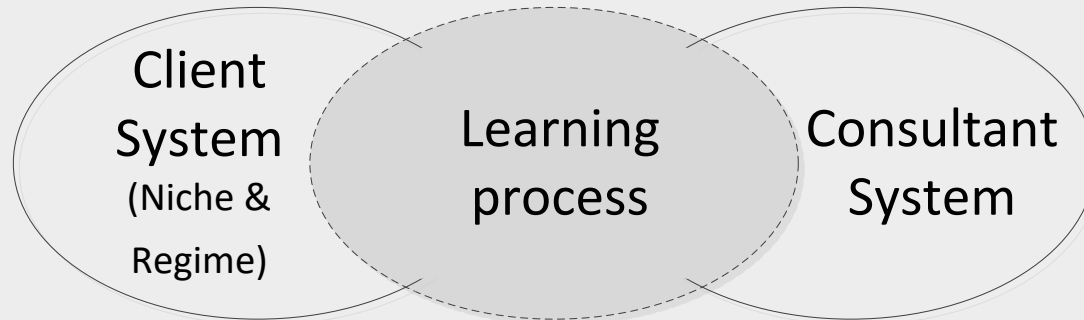
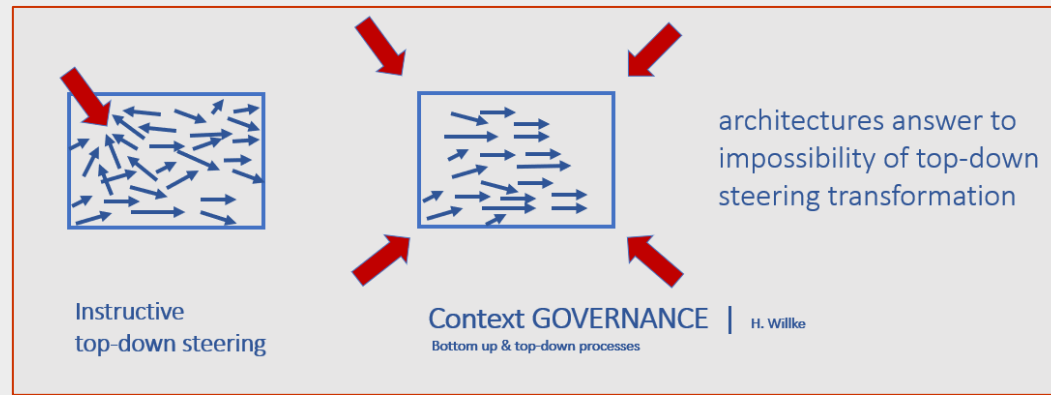
6th principle:

Decide measures after consensus is reached regarding a desirable future





Context Governance Transformation Room

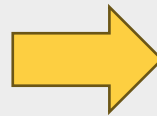
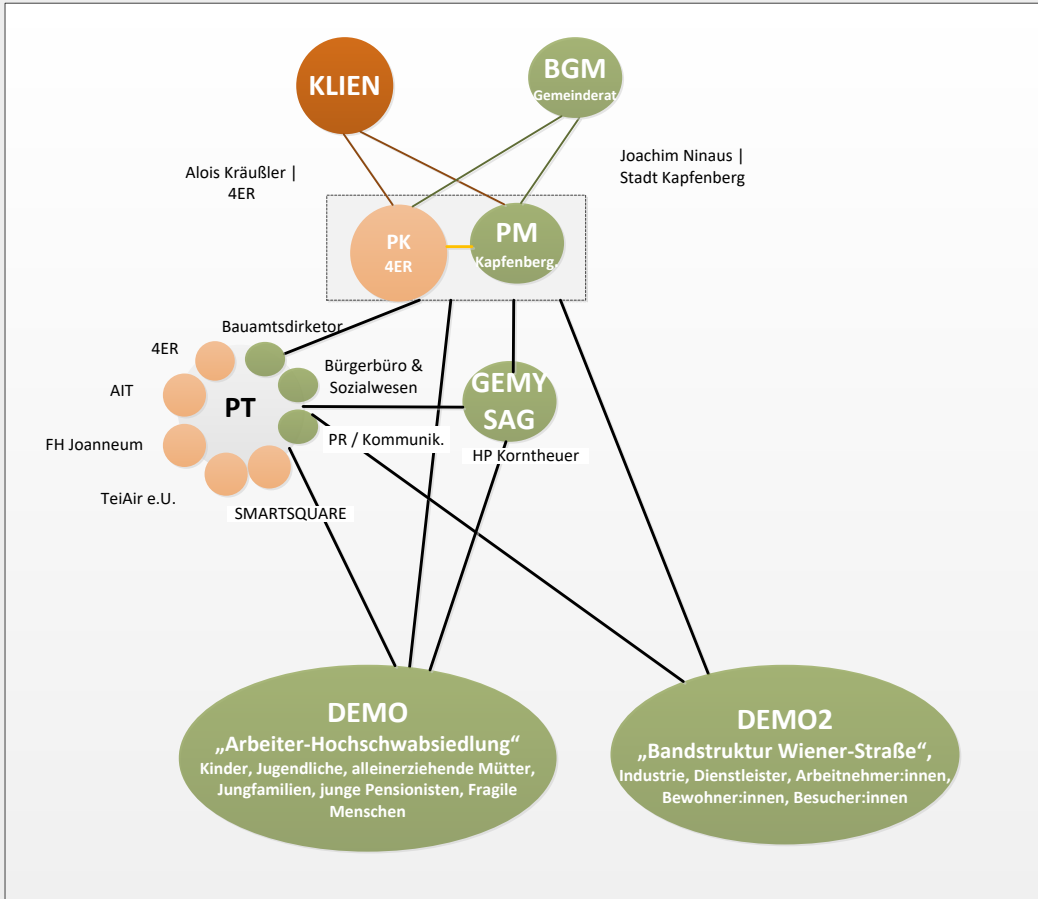


Counselling System =
TRANSFORMATION Room

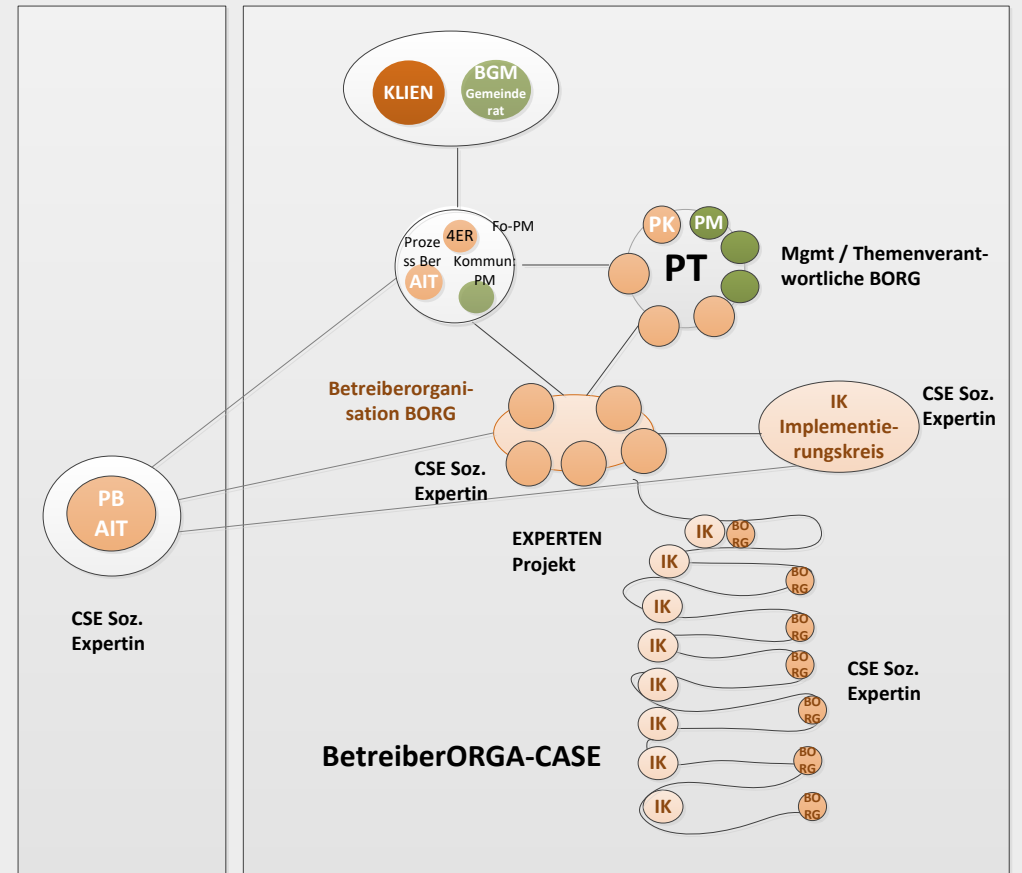
Structural coupling of the client and the consultant system, which are environments for each other, by means of an architectur

FIGURE 3: TRANSFORMATION ROOM / COUNSELLING SYSTEM (SOURCE: ROSWITHA KÖNIGSWIESER AND AXEL EXNER 1998)

Top-Down Project Management: RO being part of the hierarchy



Social Architecture - being part of the hierarchy

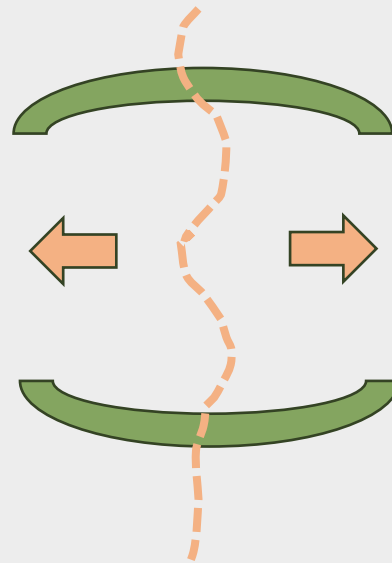


New role performance & requirements

Transformative researchers

**Systemic process counsellor:
orientation on social dynamic**

Opening and expanding options by critically questioning existing patterns



Transformative civil servants

**systemically competent project
manager: result orientation**

Governing co-creation and closing the process towards the desired outcome:

Objective: Guaranteeing that the decisions are always made by the city's and never by the research team.

Complementary processes need professionals!

Connectivity

Risk: „to get assimilated“



Irritation

Risk: „to be forced out“







URBAN EUROPE



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