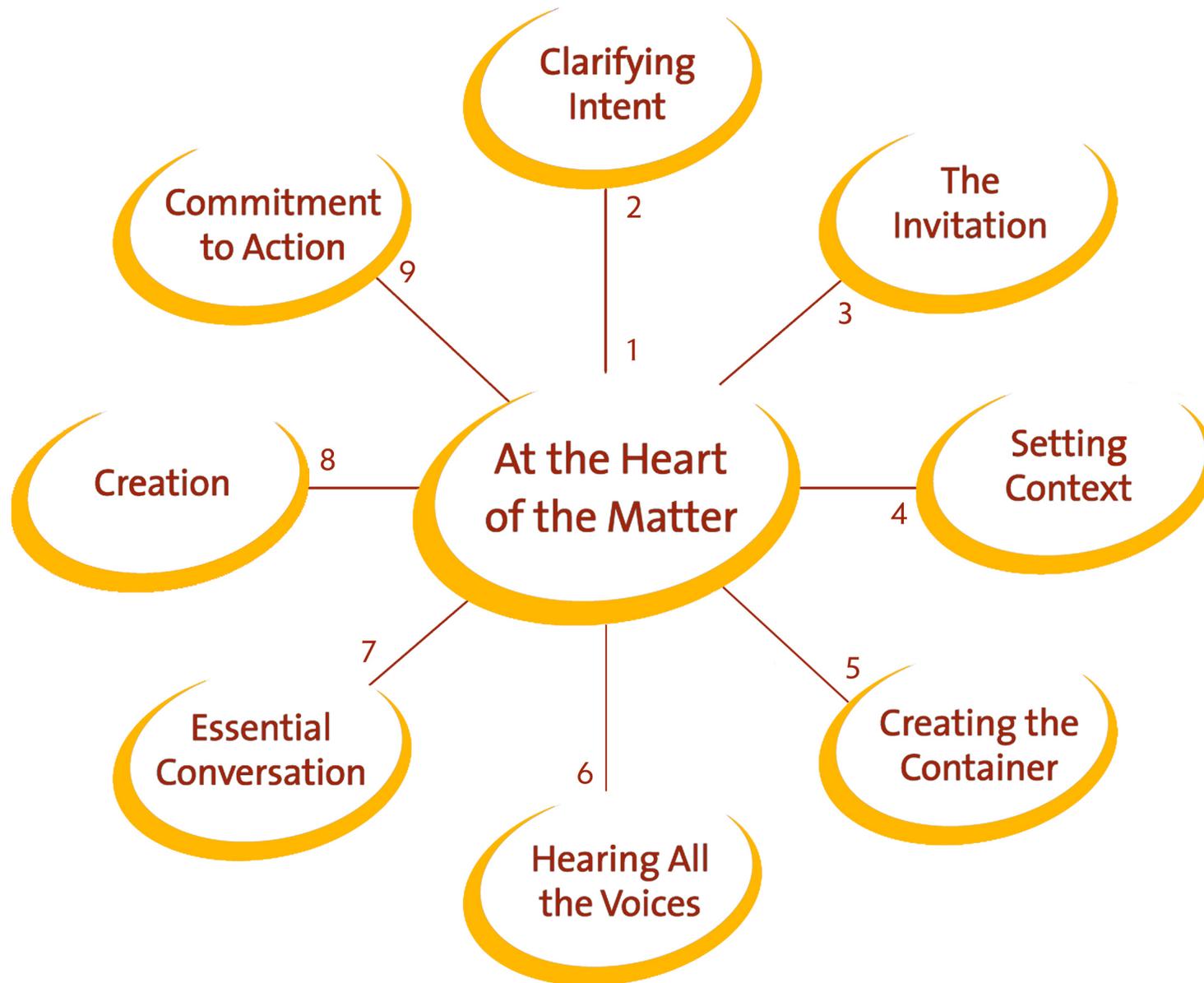


# Art of Convening Case Presentation



# Background



- Decathlon S.A. is a French sporting goods retailer. They are the largest sporting goods retailer in the world.
- As an external consultant, I am delivering a two days workshop on cross-functional collaboration every month for Decathlon China.
- The workshop is not just a skills training, it is also a convening of Decathlon people from different functions and explore the things that matters for themselves and the organization.
- The approach of AoC help me a lot on re-designing and delivering the workshop service.

# The Heart of Matter

- When I visit my life purpose, my personal mission is to help people grow as a whole human being, help them have authentic connection and dialogue for co-creating meaningful things for the society.
- So I regard the participants as partners to explore their life and the challenges they are facing in the context of cross-functional collaboration.
- My relationship with them is a consultant, a partner, who may not only help find how to respond their challenges at the level of doing, but also at the level of being.

# Clarify the Intent

- The purpose of the workshop including:
  - help the participants development their leadership cross the functional collaboration.
  - help the participants have a systemic view about both the task and the stakeholder network
  - help the participants be aware of their being and develop their authentic leadership
  - do some gentle organization development intervention for some cross functional collaboration

# Invitation

- I invite people in different functions in Decathlon who may have challenges in cross-function collaboration and want to get support
- In my invitation letter, I explain the purpose and my intention of the training workshop.
- I also explain the main content of it.
- I ask the participants to invite their stakeholders to jointly attend the workshop, so that they could have an opportunity to have deep connection and dialogue.

# Setting the Context

- At the opening of the workshop, I explain why leadership in cross-functional collaboration is so important for both the company and the individuals.
- For this company, it is transforming into a more self-management organization.
- For individuals, leadership without authority is essential for their career development.

# Creating the Container

- I believe that the participants already have best practice which are worth exploring. So I ask them to interview each other about their previous peak experience of cross-functional collaboration.
- They do appreciative inquiry with each other, and give feedback to each other.
- I am building a container, in which people are interested in and open to each other.



# Hearing All the Voice

- At the beginning, I hear their expectation
- During the workshop, I hear their reflection and feedback, so that we could co-design the next step.
- In the end, I hear their commitment to action

# Essential Conversation

- In the workshop, I initiate essential conversations with the participants?
  - Who am I as a human being?
  - How to development a connected relationship with key stakeholders?
  - How can we have a systemic view of what is the challenges and the context?
  - How to build a common ground and goal with stakeholders?
  - How can you align with your stakeholders to develop strategies to achieve the goal?

# Essential Conversation

- systemic view of stakeholders' network



# Essential Conversation as a case clinic

- I use a peer coaching process like case clinic process of theory U.
- I help people support the case owner by inquiring and feedback.



# Creation

- Participants create their individual learning and action for their cross-functional practice
- Doing and Being



# Commitment to Action

- Participants go back to practice the learning.
- Some of them share their practice by reporting their stories.