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**TIPS FOR
FACILITATING**
participatory
processes

to become

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1.
APPOINT A FACILITATOR AND
CLARIFY ROLES

- Clarify in advance who has leadership and decision-making authority.
- The lead facilitator delegates tasks, summarizes, and creates structure.

2.
INVOLVE CO-FACILITATORS
AND DECENTRALIZE

- Co-facilitators manage parts of the process related to their areas of expertise.
- Collaborate on gathering and sorting ideas.
- Decentralization strengthens ownership and accountability among participants.

3.
CREATE ACTIVE
IMPROVISATION EXERCISES

- The facilitator and co-facilitators set tasks that participants improvise on -individually or in groups.
- The exercises encourage a variety of ideas and perspectives on the same problem.
- The goal is to create an open space for collective creativity.

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4. ALIGN EXPECTATIONS AND PROVIDE ONGOING FEEDBACK

- Clear guidelines and roles create a sense of security and structure.
- Feedback should be constructive, specific, and ongoing - whether from the facilitator, participants, or external stakeholders.
- Trust, respect, and openness are essential for successful co-creation.

5. FOSTER CULTIVATING LEADERSHIP RATHER THAN CONTROL

- The facilitator fosters a creative space rather than controlling it.
- Encourage problem-solving, relationship-building, and team learning.
- Co-creation and improvisation serve as tools that promote collaboration and innovation - like a jazz band made up of diverse specialists dedicated to innovation.

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ON THE FLOOR

Co-creation on the floor encourages interdisciplinary collaboration and new hierarchies. The co-creation method breaks with the traditional top-down hierarchy (with the leader at the top) and instead organizes itself into interdisciplinary working groups that develop projects and create sustainable results on the floor.

Key tools for co-creation on the floor are:

- **Interdisciplinary working groups and workshops:** The co-creation approach challenges top-down management and organizes work into interdisciplinary groups that develop projects through facilitated workshops with clear challenges and questions.
- **Shared resource bank:** Ideas, sketches, models, and mockups are continuously collected in a shared resource bank, which creates a common language and makes the development process transparent for everyone.
- **Improvisation as a driving force:** Improvisation is used to generate material, practice listening, foster generosity and a “yes culture,” and to test hypotheses physically on the floor rather than at a desk.
- **Mistakes as development:** “Mistakes” are seen as necessary tests; many imprecise ideas are part of the path toward strong results. Participants gain greater ownership through active, physical testing.
- **Facilitated co-creation and leadership:** Collective co-creation requires one or more facilitators. Leadership is about unlocking the group’s potential through processes—not about steering toward a predetermined outcome. The focus shifts from what we want to achieve to how we work together.