



## THE FACILITATOR BEGINS THE PROJECT BY PRESENTING THE SHARED FOCUS:

- Shared goals and vision
- Mistakes are welcome
- Co-creation at the center
- Working methods: improvisation, well-being, employee representative, etc.
- The leader's role: I don't have all the answers, but I prepare the right questions.

### **Early-stage process**

We prioritize a long, open-ended preliminary process where co-creation and sharing sketches are key. When we start early, everything becomes more free-flowing and intuitive. We can try and fail many times. We practice accepting that we'll be "bad" at it for a long time. My goal is to create a space where it's safe to fail and be vulnerable - together.

### **Sharing, reflection, and courage**

We share early sketches, even when it feels like we're pushing boundaries. We build collective courage. It's about practical one-on-one experience with the process: sharing themes, testing hypotheses and questions on each other, and reflecting on the work along the way. Everyone is equally exploratory and uncertain. We work openly while looking at each other; nothing is perfectly thought out. The mantra is: try to be okay with being bad.

### **There are no mistakes**

I've learned to say early on that we'll be bad for a long time, and that uncertainty and vulnerability are OK - yes, welcome. We're in this together.

### **Breaking the ice**

To create freedom, it can help to break the ice early on - for example, through a physical or wordless warm-up or dancing awkwardly. Laughter releases something special and breaks down hierarchies in the room. I want to free both myself and the participants from judging whether something is "good" or "bad." We shouldn't skip over the bad parts - it will all come together in the end.