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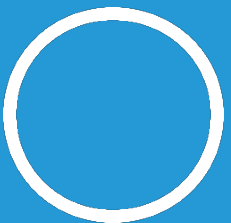
# « HOW TO » Lead the Shift

Engaging Public Sector  
Leaders in Building a  
Culture of Collective  
Intelligence

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# "How Will Generative AI Change the Way We Work?"

Imagine your organization introduces a powerful generative AI tool and it actually works as promised.

What will be the biggest impact on the way we work together?

- ❑ We will work more independently and rely less on colleagues.
- ❑ We will use AI to enhance collaboration and will see more alignment across teams.
- ❑ Cross-departmental collaboration will decrease.
- ❑ Job content will fundamentally change (e.g., more creative, less repetitive) and the way we share knowledge.



# "How Will Generative AI Change the Need for Management?"

If generative AI reduces the need for coordination and collaboration, what do you think will happen to the role of managers?

- ❑ Managers will become less central – AI will take over many coordination tasks.
- ❑ Managers will shift focus to coaching, ethics, and strategic alignment.
- ❑ Managers will need to reinvent their role to stay relevant. (More digital/AI literacy skills?)
- ❑ The role of managers will not change significantly.

# New Way of Working – New Way of Learning

- Prepare your future role while performing the current one
- Innovative organizational culture and enhancing employee acceptance of new technologies, complex regulations, ...
- Transformational leadership -> creative management



# Management in an Age of Distributed Intelligence

- Build a culture around collective intelligence
- AI is not some super intelligence operating without us
- “CO-pilot” is not “AUTO-pilot”
- Focus on social learning; we don't only need “managers” – we need “learning facilitators”
- Psychological Safety – Wellbeing Responsibility
  - \*Most succesful company: strategy based on “allowing” mistakes
  - \*Room for experimentation
  - = responsibility of leadership



# Public Sector Reality

## From negativity to ownership

- Appreciative Inquiry
- Lencioni's Pyramid of Team Health
- Ownership through participation

### LENCIONI'S PYRAMID OF TEAM HEALTH



### APPRECIATIVE INQUIRY



# Don't only train leaders but let them build the foundation



## Multi-step approach

Find a collaboration partner

Explore formats

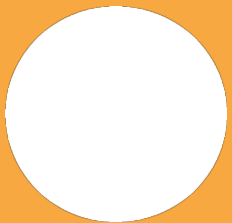
Involve all levels of management

Build the foundation – consolidate the values

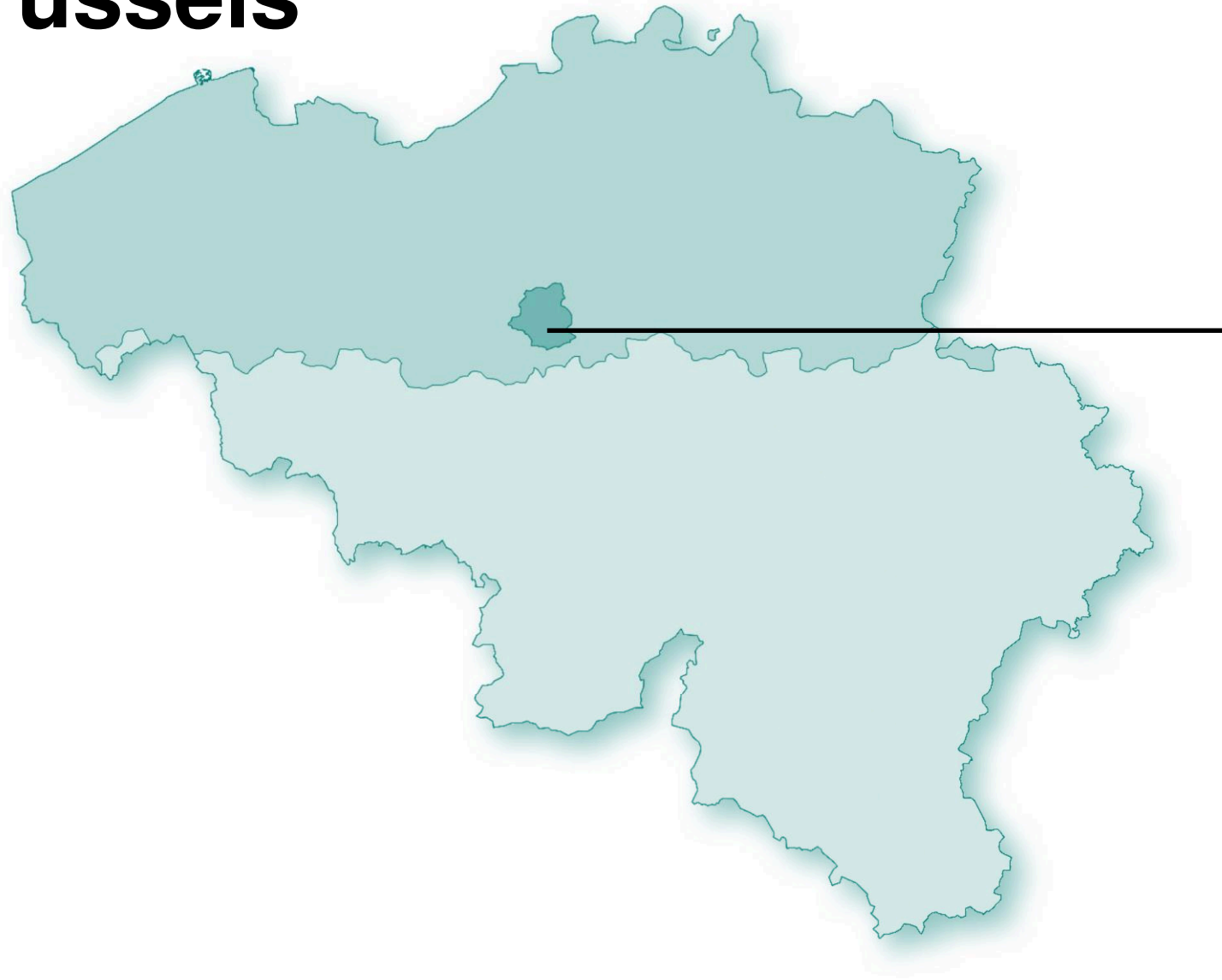
# The case of Urban

The Context We Work In

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# Brussels



**Brussels-Capital Region**  
French & Flemish Community  
Bilingual territory

# Brussels, a City-Region



## Brussels-Capital Region

19 municipalities, including the City of Brussels

	Brussels	Belgium	UE27	
surface area	162	30.688	4.225.134	km <sup>2</sup>
population*	1.222.637	11.584.008	446.828.803	inhabitants
density	7.528	377	109	inhabitants / km <sup>2</sup>

\* increase of the Brussels population

\* most diverse/cosmopolitan city of Europe, second most of the World

# Our missions

1

Urbanism



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2

Cultural heritage



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3

Urban revitalisation



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4

Juridical expertise



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5

Knowledge & sensibilization



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Enhancing the heritage of yesterday and building the city of tomorrow.



# Management trajectory

## 1. Fixed Traject

→ Collaboration with University & External Service for Prevention and Protection at Work

## 2. Structural social learning plan “Management Labo’s”

## 3. Teamevent: “YOU are the Mangement”

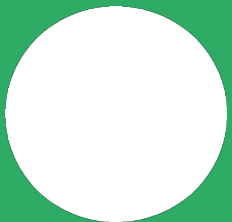
## 4. Management Charter



# Fixed Management Traject

4,5 days “Manager at Urban”

1/2 day “Wellbeing responsibility”



# 1. Fixed Management Traject

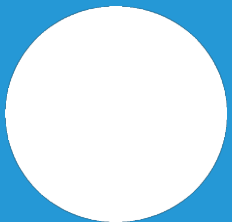
- **Day 1: Managing Activities – Context & Situational Leadership**
- **Day 2: Managing Activities – Delegation, Motivation, Engagement**
- **Day 3: Project Management – Tools, Priorities, Decision-Making**
- **Day 4: Change Management – Context, Models, Practice**
- **Day 5: Communication – Feedback, 360°, Lean Communication (half day)**

# 1. Fixed traject: Wellbeing Responsibility

- **Practical Tools for Effective and Motivating Leadership – Leadership & Wellbeing (half-day)**
  - Legal Framework
  - Key Stakeholders in Wellbeing
  - Right to Disconnect (and connect)
  - Psychosocial Risks
  - Manager's Role in Prevention
  - Intervening in (Inter)personal Problems: How to Intervene as a Manager / Do's and Don'ts in Difficult Conversations / Dealing with Collective Problems / Managerial Attitude and Skills / Drama Triangle & Winner's Triangle
  - Self-care for Managers

# Structural Social Learning Plan

Intervision/Supervision



# 2. « Management Labo's »

## Supervision

Facilitated by an external trainer

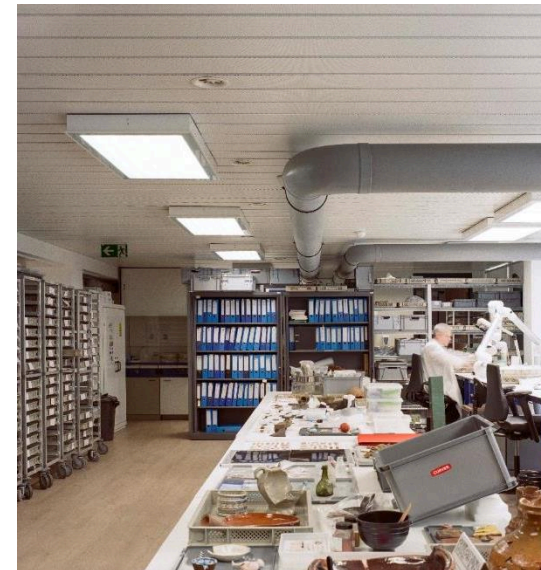
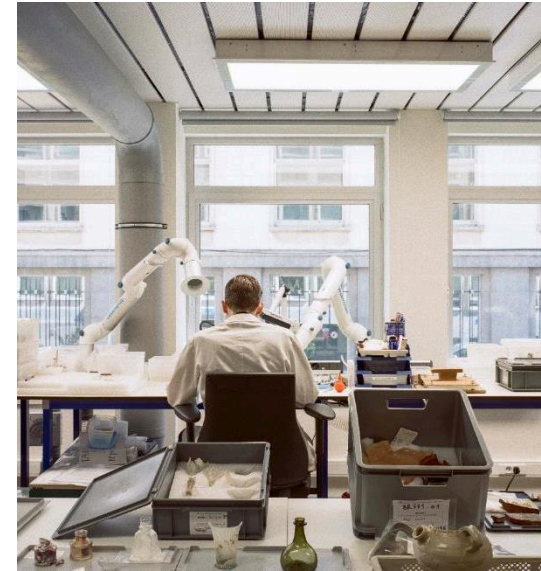
Fixed themes: motivation, engagement, evaluation & feedback

## Intervision

Flipped classroom format / peer coaching

Engaging E-learnings, material, articles, ...

Rotating facilitator

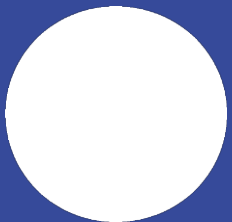


# Inspiring Teamevent

**YOU are the Management**

**Co-constructing Management Charter**

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# 3. Engaging all levels of management (1/3)

## World Café

**Purpose:** A structured conversational process for sharing knowledge and generating ideas in large groups.

**Format:** Participants rotate among small tables, engaging in multiple rounds of dialogue – 1 host per table.

**Core Principle:** Conversations are guided by open-ended questions to encourage collaborative thinking.

**Environment:** Informal, café-style setting to foster relaxed and creative discussion.



# 3. Engaging all levels of management (2/3)

## Empathy Walk

**Purpose:** To foster deep listening, mutual understanding, and genuine human connection among participants. To move beyond roles and assumptions, enabling more open and authentic communication.

**Format:** Based on Otto Scharmer's four levels of listening:

Downloading (listening through one's own filters)

Factual listening (open mind)

Empathic listening (open heart)

Generative listening (open will, being fully present)

**Core Principle:** Reaching the deepest level: generative listening.

**Environment:** Ideally outdoors.



# 3. Engaging all levels of management (3/3)

## Open Forum

**Purpose:** Give the floor to the participants, to set the agenda and address topics that matter most to them.

**Format:** Participants propose and join self-organized discussion sessions in an open and flexible schedule.

**Core Principle:** Minimal rules and maximum autonomy foster dynamic, participant-driven conversations.

**Environment:** An informal, adaptable space that encourages spontaneous interaction and collaboration.



# The 5 World Café Questions



- Which principles make the flexible structure in hybrid working concrete?
- How do I stimulate the intrinsic motivation of my team?
- How can we create focus time for our team and for ourselves? (Principles!)
- How do we stimulate customer orientation within our teams? (Principles!)
- How can we as managers create psychological safety? (Principles!)

*\*Open up these themes during plenary sessions*

# Principal Themes & Questions from the Open Forum

1. Work Organization & Mobility
2. Managerial Roles & Expectations
3. Collaboration & Knowledge Sharing
4. Communication (Internal & External)
5. Diversity & Inclusion
6. Implementation & Evaluation
7. Well-being & Support
8. Crisis & Change Management
9. Customer Orientation & Service
10. Collective Engagement & Culture
11. Solution Orientation

How to foster a solution-oriented mindset (understanding needs, adapting, sharing results)

12. Budget & Resource Management
13. Barriers & Motivation

Why are we not there yet? (legacy, toxicity, motivation, coherence, follow-up)

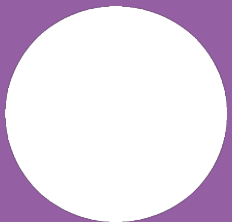
*\*Distinguish between themes and elements for the Management Charter & open focus groups for other topics*



# Management Charter

Link with Psychosocial Risk Analysis

5 Core Themes



# 5 Core Themes

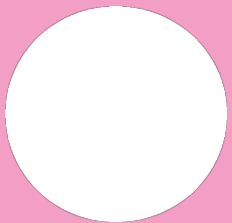
- Performance Management
- Employee Engagement
- Hybrid Working
- Wellbeing
- Customer Orientation



# Blueprint for your organisation

Design your Management Activation Plan

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# Round I: Map your context



- ❑ What are the 3 biggest structural blockers in your organization?
- ❑ Which values or behaviours are already strong? (Appreciative Inquiry)
- ❑ What external forces pushes you to adapt?

# Round II: Identify a possible lever

- ❑ Learning formats: Management Labo's, peer intervision
- ❑ Partnerships: University, prevention and protection service, HR innovation hub
- ❑ Instruments: Management Charter, Team Charter, AI literacy track
- ❑ Culture drivers: World Café, Empathy Walk, Open Forum



# Round III: Design one concrete collective intelligence activation initiative

<i>Goal: Build a concrete collective intelligence activation project</i>		
<b>Purpose</b>	What change do you want to see in behaviour or mindset?	Managers embrace learning & feedback culture
<b>Audience</b>	Who will you involve first?	Top managers, managers of key departments, ...
<b>Format</b>	Which format fits?	Empathy walk for top managers / World Café hybrid session
<b>Resources</b>	What support or partners do you need?	HR BP, external facilitator, university, ...
<b>Timing</b>	Pilot group – frequency	3 sessions over 2 months

# Round IV: How will you measure success?

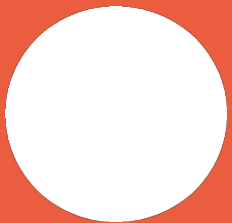
- ❑ Add Impact Indicators: operational, behavioural, cultural
- ❑ % of Managers attending
- ❑ Feedback questionnaire employees (psychosocial risk analysis?)
- ❑ Performance management cycle: include in evaluation process



# Key Take-Aways

**Shift happens when you let your leaders build the culture they want to see.**

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# Create the conditions for transformation



- ✓ **Collective intelligence does not happen by accident: it must be designed.**
- ✓ **Social learning is the backbone of public-sector transformation.**
- ✓ **Ownership over instruction.**
- ✓ **Psychological safety is not a “soft” concept → a legal, cultural, and strategic requirement.**
- ✓ **Simplicity wins.**

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THANK  
YOU

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