

# Strategic Cohesion and Alignment Workshop

Montréal, May 9, 2026



## Summary Report



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## Objectives of the *Strategic Cohesion and Alignment Workshop*

- Define common success factors which serve as common values and priorities;
- Define common intentions and shared strategies for how to move forward in the coming year;
- Develop a shared vision for the future that builds trust and commitment;
- Have fun in the process!

## Methodology: Three Key Principles

### 1. The Constructive Principle

There is no single point of view or vision that can address the complexity of any group's situation. Reality is made up of different points of view; and group leadership is created by building on each other's' ideas and creating collective solutions that mobilize and engage everyone forward. The *Strategic Cohesion and Alignment Workshop* is an exercise in shared leadership by collectively creating shared meaning and shared intentions where everyone becomes coauthor and coleader.

### 2. The Appreciative Principle

Although problems need to be solved and situations need to improve, this positive approach to change management builds on an appreciative perspective of leadership which increases:

1. Awareness of situations and possibilities;
2. Positive energy; and
3. Meaning and direction.

### 3. The Intentional Principle

Our way of seeing the future changes the way we act in the present, and leadership is about changing the present through engaging visions of the future.

## Strategic Cohesion and Alignment Workshop Agenda

May 9, 2026

### Two Steps to Collective Leadership

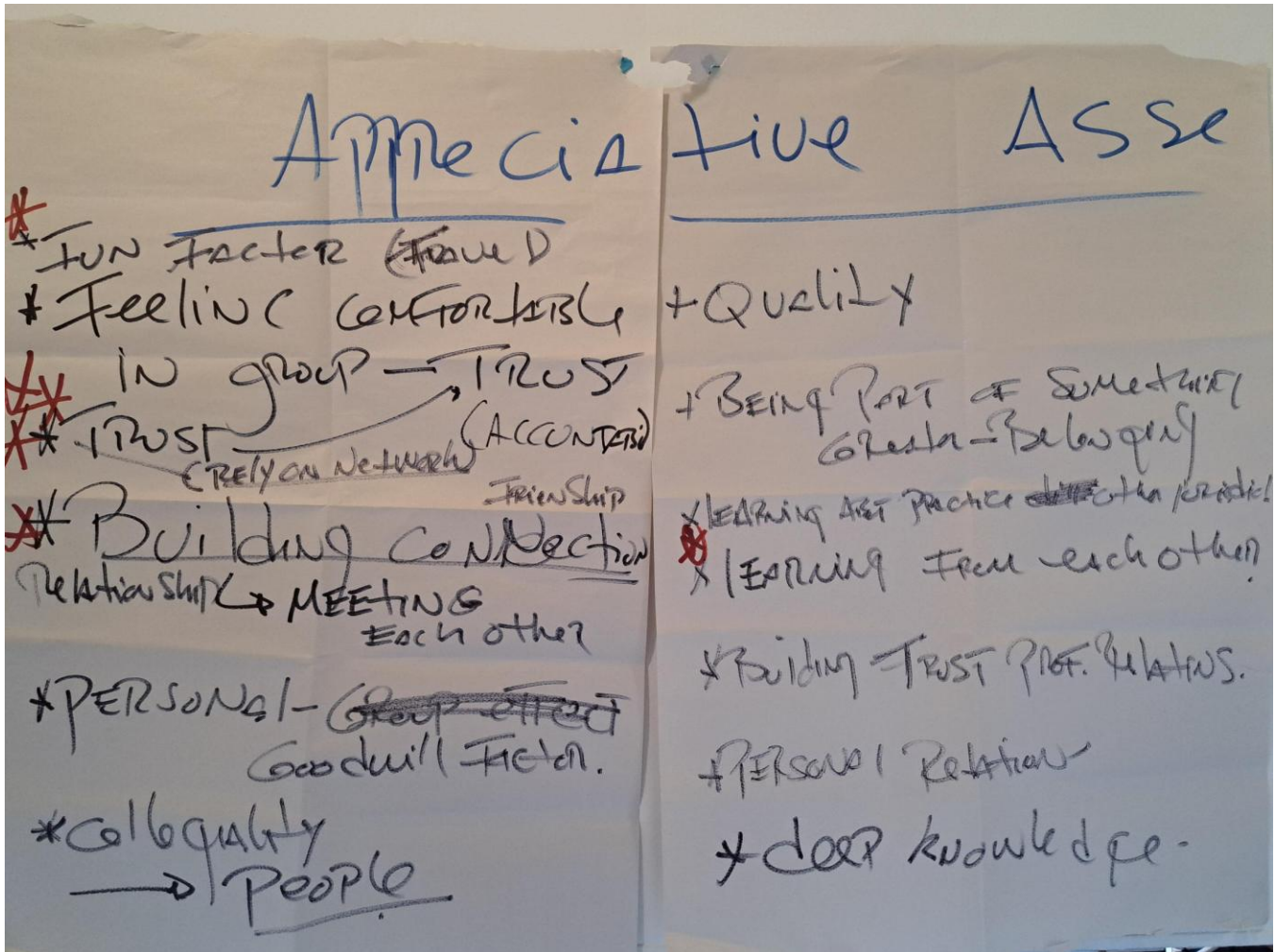
This simple two-step methodology helps any group identify shared values and intentions which unite and create collective engagement.

<b>10:00 a.m. – 10:30 a.m.</b>	<b>Introduction</b>
<b>10:30 a.m. – 11:00 a.m.</b>	<b>Appreciative Assessment in subgroups</b> Reflect on the good that unites and engages the group, and identify common priorities and values that characterize the group’s leadership.
<b>11:00 a.m. – 11:30 a.m.</b>	<b>Plenary: Identification of Common Values and Priorities</b> This step confirms common leadership values and builds more cohesion and meaning.
<b>11:30 a.m. – 11:35 a.m.</b>	<b>Brief introduction on leadership and the power of leading with common purpose</b>
<b>11:35 a.m. – 12:00 p.m.</b>	<b>The Wall of Intentions: The Future We Will</b> The <i>Wall of Intentions</i> is a participative methodology that helps identify the collective intentions that unite the group forward.
<b>12:00 p.m. – 12:30 p.m.</b>	<b>Conclusion</b>

# 1. Appreciative Assessment—Results

## What We Value Most About World Link for Law and Would Never Want to Lose

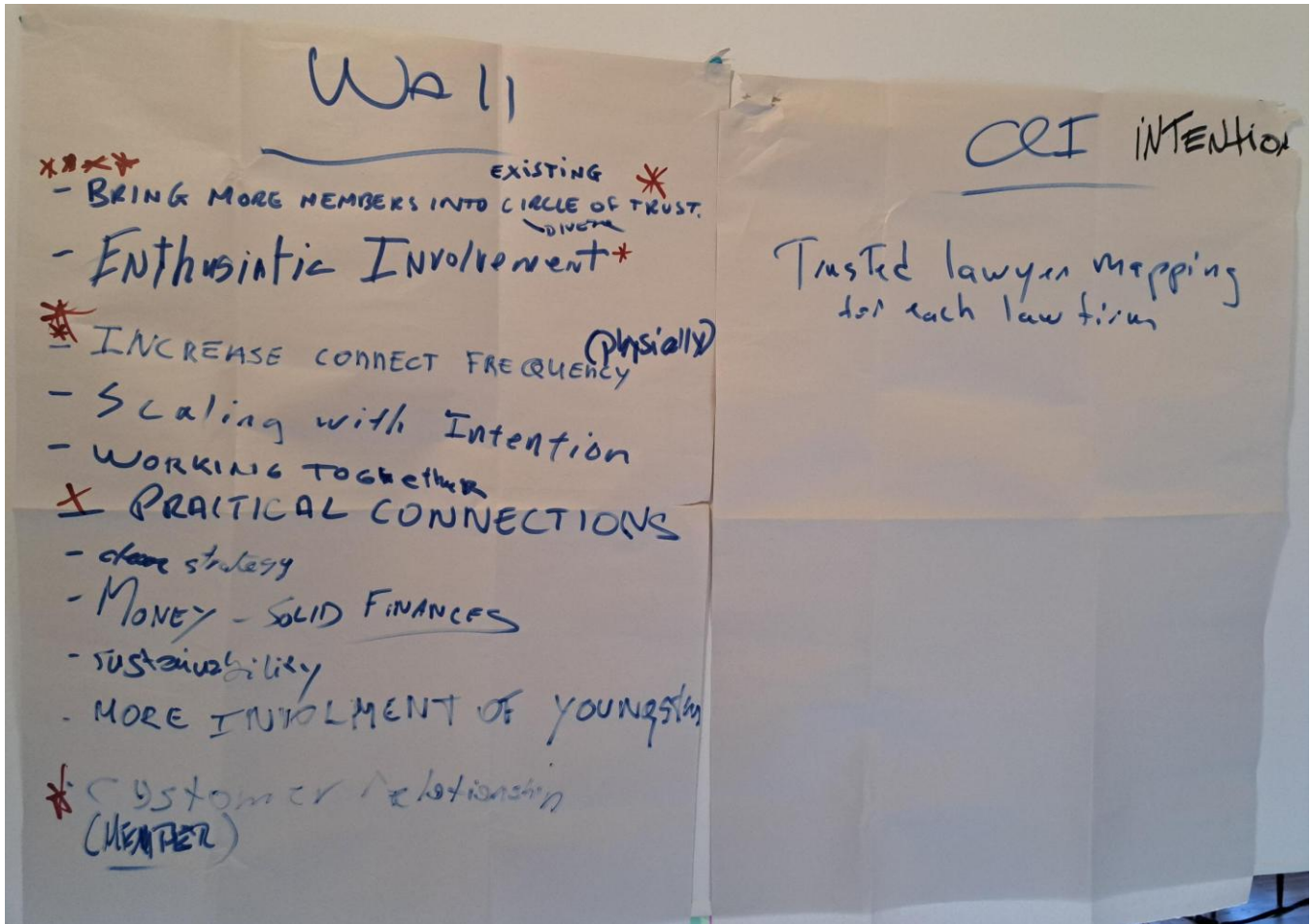
- Trust (rely on network—accountability)\*\*\*\*
- Feeling comfortable in group—Trust\*
- Personal goodwill factor
  
- Building connections, relationships, friendships, meeting together\*\*
- Building trusting professional relationships
- Personal relations
- Collegiality—people
- Being part of something greater—Belonging
- Fun factor (travel)\*
  
- Learning about practice in other jurisdictions\*
- Learning from each other
- Deep knowledge
- Quality



## 2. Wall of Intentions—Results

### What We Want as a Network in the Coming Year

- Bring more members (+ existing, diverse) into the circle of trust\*\*\*\*\*
- Enthusiastic involvement\*\*
- More involvement of youngsters
- Customer (member) relationship
  
- Increase connection frequency (physically)\*\*\*
- Practical connections\*\*
- Working together
- Trusted lawyer mapping for each law firm
  
- Scaling with intention
- Clear strategy
- Sustainability
- Money—Solid finances



## Possible Next Steps

- Make values and intentions more explicit within the network;
- Brainstorm and select actions for each key intention the network wants to focus on this year;
- Follow-up on progress;
- Repeat the exercise next year.

My best to you,

François

## Your Facilitator

**François Héon, M.A.Sc., Ph.D.**

### **Leadership Development Consulting**

François completed his Master's degree in industrial/organizational psychology at the University of Waterloo in Ontario and then pursued his Ph.D. coursework in organizational behavior at Case Western Reserve University's Weatherhead School of Management in Cleveland.

He then worked on institutional change projects in Romania (1991) and Burundi (1994-1996), and began an ongoing collaboration with Organizational Behavior Development in Belgium conducting international leadership programs.

Back in Canada in 1996, François took on new challenges with the development and management of alternative support services for psychiatric patients in the community. It is in this context that he discovered his talent and passion for individual accompaniment and pursued clinical training at McGill's Allan Memorial Institute (1999-2000), and Jungian clinical supervision (1998-2000) to support his psychotherapeutic practice.

Yearning to return to the field of consulting with his management and clinical experience, he then took the leadership of Adecco Canada's new consulting division, The House of Leaders (2002-2005) and pursued this last project in its transition to become Esse Leadership (2005-2009).

In 2009, François chose to pursue his passion for the development of leaders and groups by working under his own name, while continuing ongoing partnerships in Canada and internationally. François has worked with several different types of clients in many industries to develop their leadership potential through workshops and seminars.

He has recently co-edited writings of management pioneer Mary Parker Follett published on Amazon: *The Essential Mary Parker Follett: Ideas We Need Today*, translated in French, Arabic and soon in Dutch. He has also published *The Yin and Yang of Leadership: A Theoretical and Practical Guide to Democratic Leading* in 2018, as well as *Leadership Is a Choice: Choosing the Two Transformational Attitudes of Leadership in Your Everyday Life* in 2023, both reader-friendly books which are based on his PhD study of the leadership model he has successfully developed and applied in his international consulting practice.

He holds a Ph.D. from the University of Twente (The Netherlands), studying the successful impact with former clients of the Yin and Yang Leadership Model he developed for individuals and collectives.