

A PUBLICATION FOR LEADERSHIP PROFESSIONALS

*where best practice meets next practice*

# THE MOBIUS STRIP

*Winter 2014*



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Featured Artist

**MICHAEL ROBBINS**

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Dear Friends:

Its a pleasure to wish everyone a wonderful, healthy and peaceful New Year. We are just completing something of a whirlwind Fall with a series of book events for Erica's new book, *Winning from Within*. On these pages you'll find a montage of keynote presentations she made as well as her book party at Harvard Law School. I am thrilled to report that the book made the New York Times Best Seller list and continues to generate client interest and offer a powerful participant experience in our learning programs.

This year we will launch a new multi-client offering based on the book targeted for senior executives and board members. **Beyond High Performance**, as its called, is for those who are already excelling in their professional lives and looking for a deeper more transformational learning experience in a circle of their professional peers. Led by Mobius President Erica Ariel Fox, a Lecturer at the Program on Negotiation at Harvard Law School, and a group of our senior most faculty, this residential field and forum program is designed to be an immersive experience in self-development. For more on BHP please find details at [www.winningfromwithin.com](http://www.winningfromwithin.com) or see later pages of this magazine.

The magazine also includes articles by Mobius Senior Experts Dr. Srinivasan Pillay, David Kantor, Kenneth Cloke and Alan AtKisson; Mobius Transformational Faculty members Nadja Taranczewski, Samuel Bartussek, Alliance Partners such as Giovanna D'allesia, Merom Klein and Louise Yochee Klein, and friends Rayona Sharpnack, Debbie Phillips and Lori Hanau. As always we are proud to bring you cutting edge thinking at the nexus of "best practice" in organizational development and large scale culture change and "next practice" linking psychology, spirituality and the expressive arts.

I am pleased to announce that our new website will launch in the Spring of 2014 and continue to grow and expand in the months to come. We are in the process of curating content from our vast array of curriculum and thought leadership to share with our community of practice and clients via the revised site. Please visit periodically to see the emerging content as well find the archives of this magazine which we have published since 2008.

I'd like to close by marking the passing of thought leader Chris Argyris. Mobius would like to extend our condolences to our Senior Expert Dianne Argyris and her mother and brother, as well as our close and cherished colleagues Bob Putnam, Diana McClain Smith, Phil McArthur, Iris Bagwell, Bill Torbert, Amy Edmondson, Lisa Lahey, Annie Marks, Jamie Higgins, Bob Kegan, and Neil Pearce as well as everyone whose work was closely touched by and informed by Chris's brilliant contributions to our field and decades of teaching and mentoring.

As always, we welcome you to re-post any of these articles or tweet the link to the magazine on your own social media on: [http://issuu.com/mobiusexecutiveleadership/docs/themobiusstrip\\_1.14.14](http://issuu.com/mobiusexecutiveleadership/docs/themobiusstrip_1.14.14)  
Please follow me on Twitter: [www.twitter.com/Amy\\_Mobius](http://www.twitter.com/Amy_Mobius)

Happy New Year!

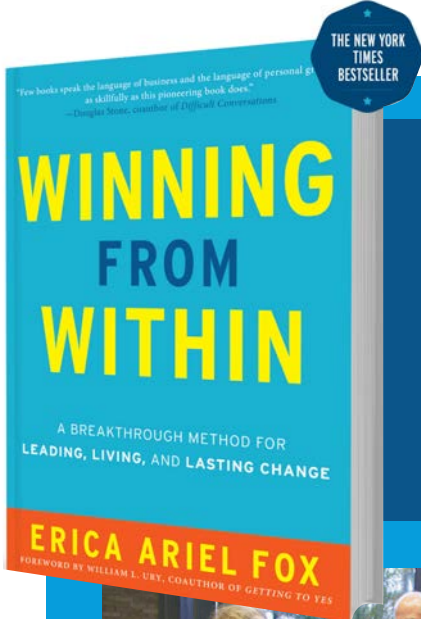
Amy Elizabeth Fox  
Chief Executive Officer

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# Selected Leadership Reading

- > *The Leader's Triple Focus*
- > *PowerUP Brilliance*
- > *Getting Started*
- > *The Emergence of a New  
Organizational Model*
- > *An Introduction to Mediating  
Chronic Organizational Conflicts*
- > *The Opportunity Model of Change*<sup>®</sup>
- > *Multitasking*
- > *The Role of Source in Organizations*
- > *Personal Mastery*
- > *Leadership Embodiment*
- > *Taking Power Posing To A Wider  
And Deeper Field*
- > *Shifting Your Context*
- > *Finding My Next*
- > *The Golden Thread*



# The *Winning From Within*<sup>TM</sup> BOOK TOUR

Scenes from the *Winning From Within* book tour with author, Erica Ariel Fox



Erica signing books at the *Winning From Within* event co-sponsored by Harvard's Program on Negotiation (PON) and the New England Chapter of the Association for Conflict Resolution (NE-ACR) Oct 21, 2013



Erica presenting for Linkage's Thought Leader Series broadcast, Nov 6, 2013



Erica's interview for Bloomberg at Bentley University, MA, Oct 11, 2013



Erica signing books at the TX Conference for Women, Nov 19, 2013



Erica speaking at the Harvard Law School, an event co-sponsored by Harvard's Program on Negotiation (PON) and the New England Chapter of the Association for Conflict Resolution (NE-ACR), Oct 21, 2013



Erica's interview with Jackie Bruno, NECN, at the MA Conference for Women, Dec 5, 2013



Erica presenting keynote at the MA Conference for Women, Dec 5, 2013



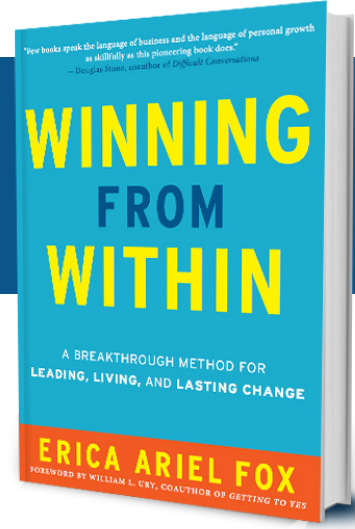
Erica's interview with Allison Haunss, Emmy award winning journalist, at the MA Conference for Women, Dec 5, 2013



Amy and Erica at the Love Spring Salon Hosted by Christine Mason McCaull in the Bay Area, Nov 12, 2013

# CELEBRATING WINNING FROM WITHIN™





# The Leader's Triple Focus

by Daniel Goleman

When he was just eleven years old Steve Tuttleman started reading the *Wall Street Journal* with his grandfather, a habit that some four decades later has been gravitating toward his tablet. Each day he checks over twenty websites, in addition to news and opinion feeds stripped by an RSS reader. Starting the moment he wakes up and then a half dozen times over the course of the day he checks breaking news, mainly on sites of the *New York Times*, the *Wall Street Journal*, and Google News. A web app organizes contents of the twenty-six magazines he currently subscribes to so that he can flag relevant articles to read later. Says Tuttleman, “If the piece is of high importance, or takes some study, or needs to be saved for reference, then I come back to it when I can devote myself.”

Then there are the sector-specific publications, each tied to a particular business interest. *National Restaurant News* relates to a chain of Dunkin’ Donuts franchises he holds a stake in; *Bowler’s Journal* keeps him up to speed for managing Ebonite, a manufacturing company he owns that sells balls and the like for bowlers. The *Journal of Practical Estate Planning*, along with a half dozen similar publications, helps keep him abreast of what might be relevant to his role as a director of Hirtle Callaghan, which manages assets for philanthropies, universities, and high-net-worth individuals. And *Private Equity Investor* helps track conditions for the business he leads as president of Blue 9 Capital.

“It’s a big scan, that’s for sure,” Tuttleman tells me. “Sometimes I feel it takes too much time. But I’m always making connections with what I read. It gives me a foundation for what I do.”

When Tuttleman was approached in 2004 to invest in a retail chain called Five Below, he says, “They shared projections for a model store, and the numbers were right for costs and margins.”

But Tuttleman went beyond the numbers, visiting one

of the chain’s six stores, where he checked his inner signals against how others were reacting. “They offered an appealing selection of goods, one with a point of view. Their target customers are twelve to fifteen, and in the stores you mostly see moms with their kids. But mainly I saw people liked the store, and I liked the store.”

Over the next several years Tuttleman put more money into Five Below. What had been a six-store chain in 2004 had grown to 250 by the end of 2012, and the company had gone through a successful IPO. The company went public in the wake of the Facebook IPO debacle, but it did well nonetheless.

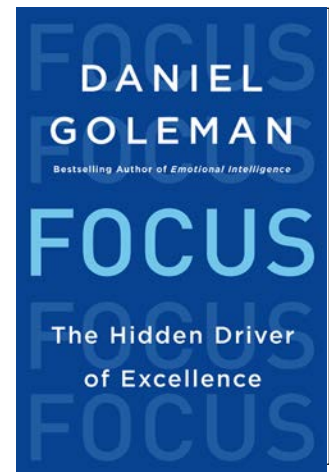
“People bring investment opportunities to me all the time,” says Tuttleman. “They give me a ‘book’ that details the numbers for a company that’s on the market. But I’ve got to weigh that in a broader context of what’s happening in society, the culture, and the economy. I’m always scanning for what’s happening in the broader world; you need a bigger field of view.”

Way back in 1989 Tuttleman bought stock in Starbucks, Microsoft, Home Depot, and Wal-Mart.

He still owns the same stocks. Why did he buy them? “I bought what I liked,” he explains. “I go by my gut.”

When we make a decision like that, subcortical systems operate outside conscious awareness, gathering the decision rules that guide us and store our life wisdom—and deliver their opinion as a felt sense. That subtle stirring—*This feels right*—sets our direction even before we can put that decision into words.

The most successful entrepreneurs gather data that might be relevant to a key decision far more widely—and from a larger variety of sources—than most people would think relevant. But they also realize that when facing a major decision, gut feelings are data, too.



The subcortical circuits that know such gut truths before we have words for them include the amygdala and the insula. A scholarly review of gut intuitions concludes that using feelings as information is a “generally sensible judgmental strategy,” rather than a perennial source of error, as the hyperrational might argue. Tuning in to our feelings as a source of information taps into a vast amount of decision rules that the mind gathers unconsciously.

Tuttleman’s tutorial for his gut sense very likely has roots in those early years going over the *Wall Street Journal* with his grandfather, who as a Russian immigrant had gotten a job in a grocery store and ended up buying the store, then buying the distributor who supplied the store. Selling that company, he became a stock market investor.

Like his father and grandfather before him, says Tuttleman, “I always knew I would be an investor. Our dinner table conversation was always about business as I grew up. I’ve been in this business for almost thirty years, and always had a portfolio of companies. Every company has its own issues that I’m constantly dealing with. I’m still building that inner database.”

The sweet spot for smart decisions, then, comes not just from being a domain expert, but also from having high self-awareness. If you know yourself as well as your business, then you can be shrewder in interpreting the facts (while, hopefully, safeguarding against the inner distortions that can blur your lens).

Otherwise we’re left with cold rationality as embodied, for instance, in decision trees (applications of what’s known as “expected utility theory”), where we weight and compute the pros and cons of all relevant factors. One problem: life rarely arranges itself so neatly. Another: our bottom-up mind harbors crucial information that our top-down brain can’t access directly, let alone put into that decision tree. What looks good on paper may not be so great in actuality: say, unregulated markets for subprime derivatives or invading Iraq.

“The most successful leaders are constantly seeking out new information,” says Ruth Malloy, global director of Hay Group’s leadership and talent practice. “They want to understand the territory they operate in. They need to be alert to new trends, and to spot emerging patterns that might matter to them.”

When we say a leader has “focus” we typically are re-

ferring to one-pointedness on business results, or on a particular strategy. But is such single-pointedness enough? What about the rest of the repertoire of attention?

Tuttleman’s business choices integrate the numbers with inputs from a wide outer scan, attuning to his gut reactions, and reading how other people feel. There’s a strong case that leaders need the full range of inner, other, and outer focus to excel—and that a weakness in any one of them can throw a leader off balance.

### Leaders Who Inspire

Consider two leaders. Leader #1 works as a high-level executive in a construction engineering firm. During Arizona’s housing boom in the early 2000s (and well before the resulting crash), he switched jobs over and over, each time getting a higher-level position. His agility in climbing the corporate ladder, though, was not matched by his abilities as an inspiring leader. When asked to come up with a vision statement for his company to guide it into the future, he fumbled the task. “Being better than our competition” was the best he could do.

Leader #2 directed a nonprofit corporation that offered health and social services to Hispanic communities in the Southwest. His vision statement flowed freely, and focused squarely on greater goals: “to create a good environment for this community, which has been nurturing our company all these years, to make it a profit-sharing endeavor . . . and to benefit from our products.” His vision was positive and embraced an expanded view of stakeholders.

In the following weeks, employees who worked directly for each leader were asked in confidence to evaluate how inspiring they found their boss. Leader #1 had one of the lowest ratings among the fifty leaders evaluated; leader #2 was among the highest.

More intriguingly, each leader had been assessed on a brain measure of “coherence,” the degree to which circuits within a region interconnect and coordinate their activity. The specific region was in the prefrontal area of the right side of the brain, in a zone active in integrating thought and emotion, as well as in understanding the thoughts and emotions of others. The inspiring leaders showed a high level of coherence in this key area for inner and other awareness, the dull leaders very little.

Leaders who inspire can articulate shared values that resonate with and motivate the group. These are the

leaders people love to work with, who surface the vision that moves everyone. But to speak from the heart, to the heart, a leader must first know her values. That takes self-awareness.

Inspiring leadership demands attuning both to an inner emotional reality and to that of those we seek to inspire. These are elements of emotional intelligence, which I've had to rethink a bit in light of our new understanding of focus.

Attention gets talked about only indirectly in the emotional intelligence world: as "self-awareness," which is the basis of self-management; and as "empathy," the foundation for relationship effectiveness. Yet awareness of our self and of others, and its application in managing our inner world and our relationships, is the essence of emotional intelligence.

Acts of attention are woven throughout the very fabric of emotional intelligence because at the level of brain architecture the dividing line between emotion and attention blurs. The neural circuits for attention and those for feelings overlap in many ways, sharing neural pathways or interacting.

Because the brain interweaves its circuits for attention and for emotional intelligence, it turns out that some of this shared neural circuitry also sets these skills apart from the more academic variety, as measured by IQ. That means a leader can be very smart but not necessarily have the focusing skills that come with emotional intelligence.

Take empathy. The common cold of leadership is poor listening. Here's how one CEO candidly assessed his own trouble with this form of empathy: "My brain races too much, so even if I've listened to everything somebody said, unless you show that you've digested it, people don't think they are being well heard. Sometimes you really don't hear because you're racing. And so, if you really want to get the best out of people, you have to really hear them and they have to feel like they've been really heard. So I've got to learn to slow down and improve in that dimension, both to make me better and to make the people around me better."

A London-based executive coach tells me, "When I give people their feedback from others, very often it says an executive does not listen attentively. When I coach them on getting better at paying attention to people I often hear an executive say, I can do this."

I point out, "You *can*, but the question is how *often* you do this." We pay careful attention in moments that matter most to us. But amid the din and distraction of work life, poor listening has become epidemic.

Still, attentive listening pays dividends. One CEO told me about a time when his company was locked in a struggle with a state agency over the purchase of a large tract of forest land. Rather than just leaving the matter to lawyers, the CEO made an appointment with the head of the agency.

At the meeting, the agency head launched a tirade of complaints about the CEO's company, and how the land needed to be conserved rather than developed. The CEO simply listened attentively for fifteen minutes. By then, he saw, his company's needs and those of the agency could be made compatible. He proposed a compromise where the company would develop only a small portion of the tract, and put the rest into a conservation trust for perpetual protection.

The meeting ended with the two shaking hands on a deal.

### Blinded by the Prize

She was a partner at a huge law firm who drove her team crazy. She micromanaged, constantly second-guessing them, rewriting reports that didn't meet her standards even though they were perfectly fine. She could always find something to criticize, but nothing to praise. Her steadfast focus on the negative demoralized her team—a star member quit and others were looking to move laterally in the firm.

Those who, like that too critical lawyer, have this high-achieving, super-focused style are called "pacesetters," meaning they like to lead by example, setting a fast pace they assume others will imitate. Pacesetters tend to rely on a "command and coerce" leadership strategy where they simply give orders and expect obedience.

Leaders who display just the pacesetting or command style—or both—but not any others create a toxic climate, one that dispirits those they lead. Such leaders may get short-term results through personal heroics, like going out and getting a deal themselves, but do so at the expense of building their organizations.

"Leadership Run Amok" was *Harvard Business Review's* title for an article about the dark side of pacesetting, written by Scott Spreier and his colleagues at Hay Group.

**“The most successful entrepreneurs gather data that might be relevant to a key decision far more widely — and from a larger variety of sources — than most people would think relevant. But they also realize that when facing a major decision, gut feelings are data, too.”**

“They’re so focused on the prize,” Spreier told me, “they’re blinded to their impact on the people around them in the room.”

Spreier’s article offered up that hard-driving law partner as a prime example of pacesetting at its worst. Such leaders don’t listen, let alone make decisions by consensus. They don’t spend time getting to know the people they work with day in and out, but relate to them in their one-dimensional roles. They don’t help people develop new strengths or refine their abilities, but simply dismiss their need to learn as a failing. They come off as arrogant and impatient.

And they are spreading. One tracking study finds that the number of people in organizations of all kinds who are overachievers has been climbing steadily among those in leadership positions since the 1990s. That was a period when economic growth created an atmosphere where raise-the-bar-at-any-cost heroics were lionized. The downsides of this style—for example, lapses in ethics, cutting corners, and running roughshod over people—were too often winked at.

Then came a series of flameouts and burst bubbles, from the collapse of Enron and the dot-com debacle on. This more sober business reality put a spotlight on the underside of pacesetters’ single-minded focus on fiscal results at the expense of other leadership basics. During the financial crisis of 2008 and onward, “many companies promoted strong, top-down leaders, who are good for handling emergencies,” Georg Vielmetter, a consultant in Berlin, told me. “But it changes the heart of the organization. Two years later those same leaders have created a

climate where trust and loyalty evaporate.”

The failure here is not in reaching the goal, but in connecting with people. The just-get-it-done mode runs roughshod over human concerns.

Every organization needs people with a keen focus on goals that matter, the talent to continually learn how to do even better, and the ability to tune out distractions. Innovation, productivity, and growth depend on such high-performers.

But only to a point. Ambitious revenue targets or growth goals are not the only gauge of an organization’s health—and if they are achieved at a cost to other basics, the long-term downsides, like losing star employees, can outweigh short-term successes as those costs lead to later failures.

When we’re fixated on a goal, whatever is relevant to that point of focus gets priority. Focus is not just selecting the right thing, but also saying no to the wrong ones. But focus goes too far when it says no to the right things, too. Single-pointed fixation on a goal morphs into overachievement when the category of “distractions” expands to include other people’s valid concerns, their smart ideas, and their crucial information. Not to mention their morale, loyalty, and motivation.

The roots of this research go back to Harvard professor David McClelland’s studies of how a healthy drive to achieve fuels entrepreneurship. But from the start he noted some high-achieving leaders “are so fixated on finding a shortcut to the goal that they may not be too particular about the means they use to reach it.”

“Two years ago I got some sobering performance feed-

back,” confides the CEO of a global office real estate firm. “I was great on business expertise, but lacking when it came to inspirational leadership and empathy. I had thought I was fine, so at first I denied it. Then I reflected and realized I often was empathetic but shut down the moment people were not doing their job well. I get very cool, even mean.

“I realized my biggest fear is of failure. That’s what’s driving me. So when someone on my team disappoints me, that fear kicks in.”

When fear hijacks him that CEO falls back on pacesetting. “If you don’t have self-awareness when you get hooked by the drive to achieve a goal,” says Scott Spreier, who coaches senior leaders, “that’s when you lose empathy and go on autopilot.”

The antidote: realizing the need to listen, motivate, influence, cooperate—an interpersonal skill set that pacesetting leaders are typically not familiar with using. “At their worst, pacesetters lack empathy,” George Kohlrieser, a leadership maven at IMD, a Swiss business school, told me. Kohlrieser teaches leaders from around the world to become “secure base” leaders, whose emotionally supportive and empathic style encourages the people they lead to work at their best.

“We’re all pacesetters here,” the CEO of one of the world’s largest financial firms admits a bit ruefully. But having a pack of pacesetters need not be damaging to morale: it can work if everyone there has been selected for a high level of talent and drive to succeed—that is, pacesetting.

But as one financial analyst described a bank where a pacesetting culture led to brash treatment of its customers, “I wouldn’t put my money there—but I’d recommend buying the stock.”

### Managing Your Impact

In the spring of 2010, in the first weeks after the disastrous BP oil spill in the Gulf of Mexico, as countless sea animals and birds were dying and residents of the Gulf were decrying the catastrophe, BP executives were a textbook example of how not to manage a crisis.

The height of their folly came when BP CEO Tony Hayward famously declared, “There’s no one who wants this thing over more than I do. I’d like my life back.”

Rather than showing the least concern for the spill’s victims, he seemed annoyed by the inconvenience. He went on to claim the disaster was not BP’s fault, blamed

its subcontractors, and took no responsibility. Widely circulated photos showed him at the peak of the crisis blithely sailing on a yacht, taking a vacation.

As a BP media relations exec put it, “The only time Tony Hayward opened his mouth was to change feet. He didn’t understand the animal that is the media. He didn’t understand the public’s perception.”

Signe Spencer, coauthor of one of the first books on workplace competence, tells me there is a recently identified capability seen in some high-level leaders—called “managing your impact on others”—by skillful leveraging of their visibility and role to have a positive impact.<sup>11</sup>

Tony Hayward, blind to his impact on others, let alone to public perception of his company, set off a firestorm of antagonism, including front-page articles demanding to know why he hadn’t been fired yet, and even President Obama declaring he would have fired him. Hayward’s exit from BP was announced the following month.

The disaster has since cost BP up to \$40 billion in liabilities, saw four executives charged with negligence, and led to the U.S. government forbidding BP further business—including new oil leases in the Gulf—because of “lack of business integrity.”

Tony Hayward offers a textbook case of the costs of a leader with deficits in focus. “To anticipate how people will react, you have to read people’s reactions to you,” says Spencer. “That takes self-awareness and empathy in a self-reinforcing cycle. You become more aware of how you’re coming across to other people.”

With high self-awareness, she adds, you can more readily develop good self-management. “If you manage yourself better, you will influence better,” Spencer says. Hayward during the oil spill crisis seems to have failed in each of these areas—and flunked managing his impact.

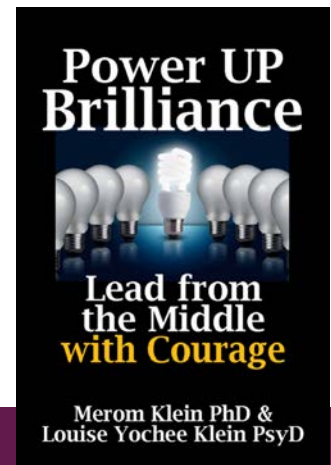
This triple focus demands attention juggling, and leaders who fail at that do so to their own and their organization’s detriment. ■



**Daniel Goleman** is an internationally known psychologist and author of the bestselling *Emotional Intelligence*. Dan also moderated the Leadership Masterclass co-produced by Mobius and our media partner More Than Sound: [www.morethansound.com](http://www.morethansound.com).

# PowerUP Brilliance™: How leaders build courage to drive breakthrough solutions

by Merom Klein PhD and Louise Yochee Klein PsyD  
Co-Directors, Courage International  
A Mobius Leadership Alliance Partner



“To conserve energy, we need lightbulbs with luminous efficiency - to emit brilliance with little power and little residual heat. We also need teams with luminous efficiency – to illuminate ever tougher and ever more complex opportunities with less push from the top-down and less noise and heat.”

## A SHORTAGE OF BRILLIANCE?

A recent posting from the Frankfurt Auto Show commented about how few “wows” the automotive journalist saw on the showroom floor. It’s really gotten bad, she said, when the biggest hoopla a large German automaker can make focuses on the engineering behind their next generation of headlamps. With the incredible unmet needs that have to be addressed for personal automobile transportation to be sustainable, the journalist was gobsmacked that the only efficiency upgrade that was featured was the luminous efficiency of the new car’s headlamps.

A study from the Ontario Innovation Centre looked across industries — not just automakers — and differentiated “bold” innovation from “me-too” upgrades and iterations. The study warned that we’ve become so risk-averse and short-term focused that our corporations have innovation pipelines clogged with too few real breakthroughs and too many tweaks and cosmetic changes masquerading as innovation.

Why? Is it a lack of imagination, brilliance, creativity amongst engineers and middle managers who orchestrate their work? Have we gotten intellectually or

scientifically lazy? That’s the obvious answer — according to a survey of Fortune 1500 CEOs published by IBM. Most CEOs look across their enterprises and see too much play-it-safe conformity and don’t-rock-the-boat mediocrity — and too few standouts who say, “We can do much better” and who raise the bar to make it happen. Their conclusion: We need to hire more luminaries with the guts to stand out, and fewer good soldiers and conformists.

## LUMINOUS EFFICIENCY: WHAT STANDOUTS NEED.

As business owners ourselves, we sympathize with the frustration of CEOs who themselves lead from the middle, and answer to impatient and demanding investors, regulators and payers. And we see what they see in too many meetings where the real issues get raised after everyone leaves the room. Or when the sterling opportunities don’t get presented, because we don’t think a few key Sponsors will get it right away or be receptive. Against a backdrop of these norms, politics, resource constraints and the very real fear that the job you have could be shifted or downsized tomorrow, is it any won-

der that we hire luminaries, plug them in and that they don't have the energy to shine?

We get two types of coaching assignments to PowerUp Brilliance. One is for reasonable people — who come to us as part of a cadre of high-potentials who are being groomed to advance to the next level by showing that they have a defined set of competencies. Many of these reasonable people certainly have the *capacity* for brilliance that will produce breakthrough innovation, above and beyond steady-Eddie incremental performance upgrades. But few of them will be tapped, or will volunteer, to make that happen.

In our second type of coaching assignments, we work with unreasonable people. When we get these calls, it's a "one-off," rather a component in a well-crafted talent management architecture. Usually a senior executive calls — or asks HR to call — and the conversation starts like this, "We have this incredible genius in our team. She sees things that no one else sees and gets things done that no one else could get done. But her unreasonableness is making people crazy. She needs your help." (Yes, gender-conscious readers, sometimes it's a "he" rather than a "she" who's asked to take "the cure," but aggressiveness and intolerance for pedestrian or incremental improvements are still tolerated more from men than from women at work. Even in the new millennium.)

When we work with unreasonable people, the goal is almost never to make them more reasonable. A CEO told us, in our very first meeting: "This won't be my first 360. I've been told I can be a demanding SOB. I want to keep being demanding. I just want to lose the SOB."

Even with hardware, it's easy to increase the lumens you get out of a light-producing device by pumping more energy into it and tolerating the residual heat it produces. But this CEO knew what many unreasonable geniuses have to discover. Enterprises have a finite amount of energy. They need bright stars not just to be luminaries, but to do it with luminous efficiency — using as little bandwidth or energy as possible to wrestle down key issues and find breakthroughs, with the least possible output of residual heat. If you go into any hardware store, you'll see bulbs rated (and priced) on luminous efficiency. Just as you will if you sit in on a talent meeting and hear deliberations about who will be selected to head which key innovation initiative.

In Merom's hometown, Philadelphia, just mention the

initials T-O and, 10 years after he left the Eagles Football team, you'll still get a groan. No one doubts Terrell Owen's genius as a football superstar. But the energy he consumed and the residual heat he left behind are still considered to be the main reason that the Eagles performed so dismally in the 2005 Super Bowl. Brilliance, yes. Luminous efficiency? Not even close. To be honest, we've seen few geniuses in business or government with an ego as out-of-control as T-O. When we do, we usually refer them for therapy (and, sometimes, for medication) in addition to what we do as coaches.

But we have seen a pharmaceutical company CFO who looks at the numbers and sees cash burn on a dangerous trajectory — far outstripping the milestone payments, outside investment and the license fees that their first product to market is generating. We've seen her demonized and dismissed as "Chicken Little" and "not a team player" when she demanded less costly clinical trials, more prudent portfolio decisions or more imaginative and truly outstanding (as opposed to incremental) business development accomplishments. When we were introduced to her, we were told, "Make her easier to do business with."

We've seen Regulatory, QA, Safety and Pharmacovigilance experts chided for looking beyond their silos and daring to suggest upgrades that don't just comply with the bare minimum, but promise a "best-in-class" designation. Research from Cornell's Labor Relations School tells us what these outliers know all too well. There's a bias against creativity and innovation when you don't have the hegemony to say, "Here's what we should do," and have other disciplines predisposed to defer to your judgment. When we were introduced to one Regulatory Affairs star, we were told, "If he can't be less demanding when he comes to the Product Team's meetings, we may need to leave him out of the sub-team that is preparing for our meetings with Health Canada."

We've seen a CMO (Chief Marketing officer) create a compelling provocative neon orange and black branding identity in a very conservative burgundy and grey chemical industry. She got accolades from customers and Business Unit General Managers, equipped commercial managers to start very different conversations with key customers — and was also called to task for not tolerating missed deadlines, misspellings or missed opportunities to reinforce and strengthen the branding statement.

We've seen a Chief Counsel tapped to head an Enterprise Project Management Office (EPMO) who stunned her team at our first leadership workshop, when she said she expected them to gallop through the archaic post-M&A work flows and legacy systems like a wild herd of 1000 thundering horses, stopping just long enough to get riders to jump on board. And be asked to work with us because, as a tall, athletic, strong-presence woman, "she scares the team she's inherited."

### ENNOBLING DIALOGUES: 5 COURAGE ACTIVATORS TO POWERUP BRILLIANCE™

So here you are — the EPMO Head, CFO, CMO, QA or Regulatory luminary. You take the call for breakthrough innovation, not just incremental pedestrian iterations, seriously. You see how it can be done. You don't have the authority to impose your will — and, even if you did, you wouldn't play that card because that would just get people to do what you say, not lift their own ingenuity and business acumen. It's a moment of truth, anytime you PowerUP the light and see folks squint, blink or close

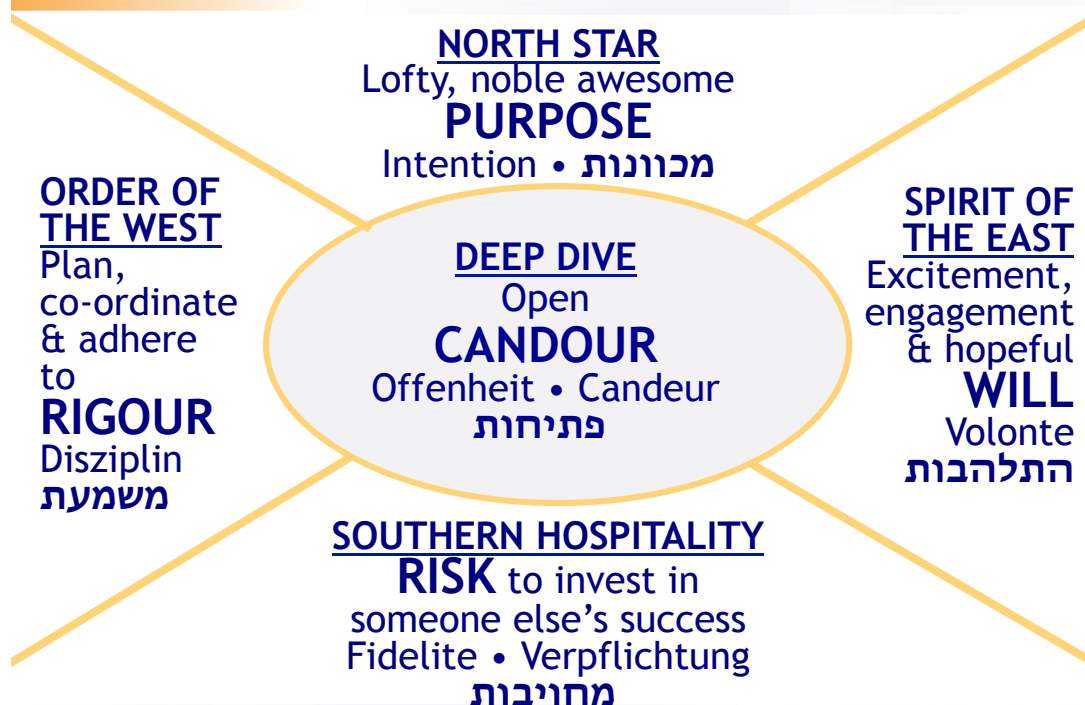
their eyes. What do you do?

Our research on this topic began decades ago, with field sales teams in an industry that was facing more competition and a sluggish economy. Yet some of the territories were still posting pre-recession gains — or more. We wondered. Was it luck or was something different in the sub-cultures of those sales teams and in the leadership creating those performance gains?

Here were the differentiators we found — which made unreasonable pushy demanding sales managers **partners**, or, as we call them now, **ennoblers** who lifted their teams to audacious, not just achievable, performance goals. Twenty years after we did our first research studies, the co-author of our first book, Professor Rod Napier, showed us that 4 of the 5 activators we identified lined up North-South-East-West on the First Nations (or, in the US, Native American) Medicine Wheel:

**I. PURPOSE. The compass NORTH.** The research is clear. We're more willing to stretch when it's for a noble cause than "just to make the numbers work." And when we get a better "why" than, "because I'm the head of this function and this is inside my domain." Even

## 5 Courage Activators PowerUP Brilliance



with CEOs, we rehearse the call to action so it's compelling and uplifting — not just a directive.

**2. RISK. The generosity of the SOUTH.** Look at the numbers. Trust isn't just kumbaya. It's the key to running lean — with equipment that can be shared, resources that can be leveraged and allocated by triage-priority and not just “first-come-first-served,” and redundant inspections and re-inspections that could be streamlined. If you get past adversarial turf-battles and negotiate for mutuality and optimization, opportunities can go to those in the best position to push them forward.

**3. CANDOR. A deep dive to the CENTRE.** Share accountability. Set goals. Set benchmarks. Be open and transparent. Show how decisions can be fact-based rather than opinion-based or position-opposing-position based — even if you are looking forward at a business case, rather than backward at performance trendlines.

**4. WILL. The spirit of the EAST.** Remember what you learned about Pygmalion and self-fulfilling prophecies? Uplifting ennobling leaders do. They convey a tone of appreciation and encouragement, an upbeat cadence, an infectious laugh, a bounce in their step, a smile, a nod. They keep the team looking forward, not back — unless it's building pride in how far we've already come.

**5. RIGOR. The precision of the WEST.** Timelines, plans, support agreements, co-ordinating and idea-sharing, process improvement and learning mechanisms — all these keep a team on belay and equip luminaries to orchestrate a team effort, rather than trying to do too much themselves. Like any good GPS system, ennoblers know how to bring the perspective up and get a “from-the-moon” view and how when to beam in and see which part of the team needs more Purpose, Risk, Candor, Will and Rigor.

## FROM GETTING THE IDEA TO FLUENCY UNDER PRESSURE

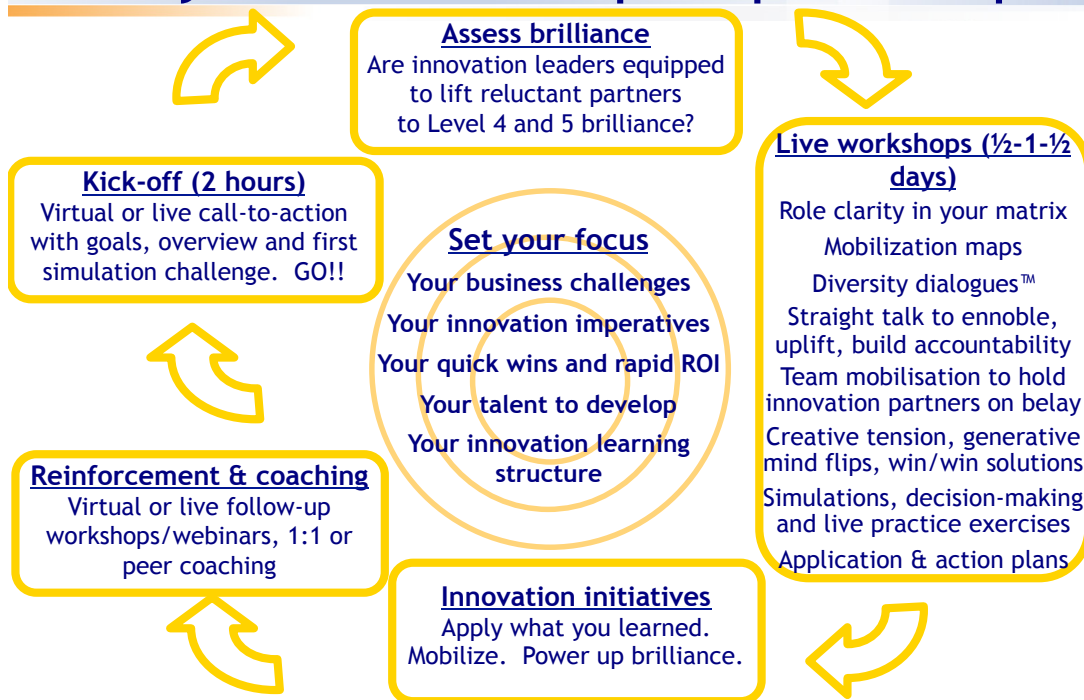
Most experienced leaders “get” the 5 Courage Activators in as much time as it took to read the descriptions in this article. Most say, “It's an elegant formulation — but none of the 5 Activators are brand-new.” But knowing the words and the grammar is one thing. Delivering with fluency — especially under pressure — is something else.

Before we moved to Israel, we did summers of language immersion. We bought the tapes. Went to class. In the protected confines of our kibbutz, it felt pretty good. Then we got into the world — where “conversational Hebrew” ended and “argumentative Hebrew” began. Where gestures and intonation became as important as words and phrases. When you got into the flow, or found yourself a beat behind, you were able to follow until you got exhausted, but not able to lead.

After leaders nod and tell us they've “got” the North-South-Center-East-West in mind, we give them a problem to solve — either in a team, if we're working with a cadre of impatient unreasonable luminary standouts, or 1:1 in a coaching consultation. We assure them — it's not to trick them or trip them up, but to simulate the real distractions, emotional triggers, pressures to conform, hierarchy traps and bias against creativity they'll face as they move past easy obvious incremental upgrades and into bold game-changing niche-defining innovations. Each of the problems is a fun interactive gameified challenge. With vivid insights and applications — that get leaders *fluent* with the 5 Courage Activators. And give them practice on the ones that they need to strengthen, to round out their impact and influence — in a safe setting, where it's easy to hit the reset button and play over, without jeopardizing a key commercial partnership or an enterprise-critical decision.

“With so much pressure to fit in, support team decisions and go with the flow for rapid execution, no wonder sources of innovation are afraid to speak up. How they handle their fear – and the fear of others who prefer to be supported rather than challenged – can stifle brilliance or PowerUP Brilliance™.”

## 63 days from start-up to power-up



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### RESULTS IN 63 DAYS OR LESS TO PROFIT FROM ACTION LEARNING

PoweringUP Brilliance™ to accelerate innovation is a real energy rush. It's great to feel you've made a difference — in an unmet need that can treat a disease, save the planet, enrich our aesthetic senses — and to see how you've brought out the best in a team that lifted their game from pedestrian to truly great. But our sponsors don't invest in an energy rush or fulfillment for its own sake. They've got an enterprise to run.

We have real data about how leaders learn to lead. The data say — application, moreso than workshops or coaching. And we have real data about how innovations get from concept to prototype and from prototype to commercialization. Again the data say — application, not in strategy deliberations.

So, when you want to equip leaders to PowerUP Brilliance, that's where to start — application. If you're running a business unit or are re-purposing a group like QA, Safety, HR, Enterprise Project Management, IT, Marketing or any other potential thought-leadership function to Lead from the Middle, you'll want to state explicitly

why it's an enterprise priority — and why now. You'll want to be clear about the terrain, the landmines, the cross-cultural or mixed-generation sensitivities, rivalries, resource constraints and the other boundary conditions. THEN you can turn to HR and get clear about the competencies — both what's there in your current map and what might be missing, if you want to look beyond incremental upgrades and step-up-the-ladder career advancement into breakthrough bold innovation.

When you come to 1:1 coaching as a luminary who wants to get traction, you should seek more than a catharsis and a sympathetic ear. In your first consultation, before the 360-feedback data are in, you should seek some insight and some first step that you can take, right away, to achieve an immediate quick win.

In the best team workshops we've ever done, Sponsors and internal HR consultants have brought participants into the meeting room with a goalposts clearly in sight — before we ever get out on the playing field. It's not just, "the topic of the quarter (or the theme of the annual meeting), see what you can learn." It's a jump-start, a springboard, a dress rehearsal for something real and

**“A Japanese proverb says, "Hammer down the nail that sticks out." In harmony-seeking cultures, it takes enormous finesse to step up, speak out and say, "Houston, we have a problem." It has to be learned - quickly - or the bias against creativity will isolate and silence those who see things differently and push for innovation.”**

bold, that's only achievable if we PowerUP Brilliance™ in ourselves and the people we hope to mobilize and lead.

Then we can equip leaders to mobilize the teams that need to get going, orchestrate their efforts — and equip them with the creative ideation, storyboarding, process mapping, business cases and breakthrough engineering to put that PoweredUP Brilliance to work.

### **THE NEED FOR COURAGE TO POWERUP BRILLIANCE™**

One national leader said, “Courage is special know-how. It's knowing how to fear what you ought to fear — and how not to fear what you ought not fear.”

Knowing how to fear what you ought to fear. Research at Israel's Weizman Institute has discovered a brain region in the sgACC that lights up when we are afraid of something but draw it closer to get a better look and deal with the things that frighten us, rather than avoiding or running away. The good news in this research is that we come hard-wired for courage — with the ability to override panic reactions and irrational false sense of urgency decisions and to look at situations rationally and adaptively. That's what Captain Chesley Sullenberger did when he piloted his incapacitated USAir flight to a safe “miracle on the Hudson” landing. It took lots of practice, Captain Sullenberger said, to know how to fear what ought to be feared, without letting it cloud good judgment. To PowerUP Brilliance, that's practice you also need to have.

And how not to fear what out not be feared? A head of R&D brought his leadership team together to raise the bar — from a pipeline filled with “me-too” incremental to one with fewer but better and truer innovations. It was as Pavlovian a reaction as if we had run a bell. Instantly they started to talk about the board that would never support a reassessment, about the costs

of rationalization, about the jobs that could be lost and the sunk costs that would not be recovered. The Head of R&D strode up to the flipchart and wrote 3 words: WORK THE PROBLEM. “What you've listed so far are distractions,” he told his team. “Some of them are issues we will have to face. Some are unpleasant. But none of these are things we can afford to fear.” Purpose. Risk. Candor. Will. Rigor. If he could do it, to create a call to action before there was a crisis or calamity, we believe you can too.

To see if your team or leaders can fire on all 5 Courage Activators and PowerUP Brilliance, we invite you to take the assessment that's on our website @ [www.courageadvisors.com](http://www.courageadvisors.com) and read our new book, PowerUP Brilliance. Or call our colleagues at Mobius Leadership for a dialogue. ■



### **Merom Klein, PhD and Louise Yochee Klein, PsyD**

are business psychologists with 25+ years of leadership development experience — equipping large corporations, agencies and entrepreneurial teams to accelerate innovation and lead transformational change. They are known for executive coaching

that equips innovation leaders to identify promising innovation opportunities and PowerUP Brilliance™ to build solutions and for leadership workshops that use simulations, live practice, cases and diversity dialogues that ennoble partners-in-innovation to make better sharper decisions about change.

# Getting Started

An excerpt from *Making Change Happen: The Art and Science of Intervention*

by David Kantor, Mobius Senior Expert



**The book in progress from which this excerpt is drawn, *Making Change Happen: The Art and Science of Intervention*, represents a challenge I have been looking forward to for a long time**

**—setting down once and for all, and in fastidious detail, not only what one does step by step when putting Structural Dynamics, the theory, to work in its practice model, but the principles for designing interventions, and the principles behind their implementation.**

**From this perspective, readers get a rare, inside-my-mind view what I think a demonstration of a practice should look like: the thinking behind what a practitioner does, what succeeds and why; what fails and why; how inescapably implicated the interventionist is in all he or she does; and how hard it is but altogether possible to effect real change that endures.**

**The case described in the excerpt, the Management team of Technospan, a firm that has barely escaped indictment for cooking its books during a race to get its prime product to market before a rival does, is demoralized and hardly functioning. Though my first choice is to start there, I decide—against principle—to take on first the CEO and his legal council, or what I call a “corporate couple.”**

**– David Kantor, November 2013**

All people are story gatherers. Some, bringing stories that have gone wrong, seek out professionals for help in making their stories come out right. The best of these professionals, to my mind, use stories of their own, or what I call a *testable practice model*<sup>1</sup>.

A Practice Model that intervenes in human systems is itself a story, with a storyline (a theory), a set of key themes (concepts), a beginning, middle and end (stages), a set of characters who are in trouble and calling for help (clients) and a key player, a narrator (a professional practitioner) who sets out to change for the better the story’s current course. In my model, the narrator becomes part of the storyline. Like other characters, he is inextricably implicated in the story’s outcome.

Like three acts in a play, my practice models (I have several<sup>2</sup>) always are conducted in three stages, each with its own goals, and a set of specific “steps” for achieving these goals. I will discuss my rationale for this in Chapter 6.

## Current Realities

Before I set out to describe my three-stage model for *Making Change Happen in teams*, I must say where I think things stand with respect to the readiness of top executives to put themselves and their teams on the line.

Before submitting their teams to an outside consultant, many CEOs first ask for help for themselves. They want an executive coach, and/or a consultant who can coach them in leading their teams. This approach is becoming popular as the field of coaching continues to take off.

Few leaders, regrettably, agree to the consultant working directly with their teams with them included as members. In the situation I described in *Reading the Room*, ClearFacts’, CEO Ralph Waterman was open to coach Duncan Travis working both with him alone and directly with his team, but

<sup>1</sup> Why stress ‘testable?’ I have addressed my position on this issue—the paucity of models that are, or are capable of being, subjected to empirical test. In *Reading the Room*, I made the case for SD’s readiness for this.

<sup>2</sup> I have models for working with families and teams, “corporate” and “intimate” couples, and larger entities such as whole organizations. All draw on two sources, both originating in Structural Dynamics, its theory of *face-to-face communication*, and its *model of models*.

the team demurred. In the situation I describe here, Tech-nospan’s CEO Jack Woodrow, is reluctant to open a path to team work without checking me out first, and the team, though in bad shape, and clearly in need of help is afraid to cross him. Whereas my preference would be to get quickly to his disabled team, Jack’s resistance forces me to use my model for working with a “corporate couple” first.<sup>3</sup> As I set out to work with him and Catherine, who is both legal council and a key member of his management team, I am aware that I will have to earn my way.

### A Model for Working With a Corporate Couple

Table 2-1 lists the ten steps I take in Stage 1 when working either with a “corporate” or “intimate” couple.

#### Stage One: Steps

1. Managing Initial Engagements
2. Demonstrating my way of working
3. Building a container
4. Entering the system and its story
5. Mapping the system (for dysfunctional patterns)
6. Identifying a Problematic stuck structure.
7. Testing (and sometimes perturbing) the stuck structure.
8. Effecting initial change in the selected structure
9. Offering a tentative diagnosis and proposing a treatment plan.
10. Establishing a contract and stating my terms

#### Think Spiral, Not Lineal

It goes without saying that any list describing an intervention process can be misleading and unreliable if for no other reason than unexpected client realities that can blow our best laid plans widely off course. Therefore it is best to view this ten step process leading to my making a contract as spiral not lineal in nature, with changes in the prescribed order of things naturally occurring, with some of the steps continuing well beyond initial contacts, others requiring revisiting before being complete, and others requiring 3-5 sessions before they are fully covered. All that aside, all ten steps are fixed in my mind, and I try to cover all before agreeing to take on extended work with a new client.

<sup>3</sup> A “corporate couple” is any closely knit two person system who, as members of a team or organization, seek help. With an “intimate couple,” sex, or love, and children or family is involved. The model for helping both is quite similar, differentiated mainly by how the stakes in intimacy spawn issues that demand longer and deeper treatment.

Two of the steps—building a container and stating my terms—clearly demonstrate that the steps are not sequential, but rather are flexibly timed to overall developments and particular events taking place in the room. Here, I’ll say a word about each.

#### Container Building

Generally speaking, container building is always in motion, gathering credible shape and form as the client gradually gains confidence and trust in the consultant as a person and in her model’s ability to do its job. But strictly speaking, it isn’t really felt until a crisis occurs of such proportion that the whole consult seems ready to crash and crumble but is guided through to some new place without injury or harm to the warring parties. I will say more about it in Chapter 3 when the kind of crisis I allude to threatens the Catherine-Jack relationship and my work with them.

#### Stating my Terms

As for stating my terms, it is probable that most clinicians have terms and limits as to whom they choose to work with and how. Mine are not meant to sort clients out that do not fall within my specialty, though of course there is some of this. More than this, however, they are strategic to how I do my work (Step 2), and a condition for establishing a contract (Step 10). There is no way to predict beforehand the exact moment to introduce it except to say that it should occur before or at the time conditions require that I take a risky stance on some crucial issue. Briefly, at that time—and these in brief are my *terms—I ask for, nay require a “Right to Err”, and a “No-Fire” condition until I’ve formed a diagnosis. Because I would like to describe my terms and its rationale in full, I have put it in an appendix (A) rather than here in the text.*

#### Step 1: Managing Initial Engagement—Catherine Bass

First contacts are not to be treated lightly. I make a point of handling the first phone contact myself, since I consider that my work begins there. The caller either wants to know if I’m available, or whether there is a fit between what I am known to do—from word of mouth, my publications, and my website—and the problem they bring. In these calls, I want to do three things primarily. I want: to know *in as few words as possible* what the caller thinks

the problem is; to get a sense of the target system she represents; and what she thinks others in that system think the problem is. I am determined not to side with the caller, my way of saying that my preferred client is the system, not the one who makes the first call.

### Catherine Bass Calls

*This is Catherine Bass from Technospan. Our management team is in a f\*#%ng mess. You come recommended. Do you have the time? (Pause.)*

*D: Ignoring her question, I ask: How shall I call you? (Catherine), okay, call me David.*

*C: Deal! Well do you?*

*D: It's not a question of time Catherine. It's a question of 'fit'.*

*C.: I said we've checked you out.*

*D: Great. Now let me check you out. The way you are handling me right now has gotten you where you are today, right? (Notice my framing.)*

*C: (Laughing). Yes, that and my good looks.*

*D: So, what you are saying is, 'Listen up David, I'm your equal, nobody pushes me around.' (I am making a move from the bystander position)*

*C: True. Not my parents when I was a kid, not my law school professors, and yes, not you. (Catherine laughs) But Jack Woodrow, my boss, we wrangle often, when he gets into his... Sh... his stuff. There, it doesn't work so well, and that's the problem.*

*D: Before you tell me, dare I say that your style, which is disarmingly straightforward, challenging and impressive, also gets you into trouble? (I'm bystanding, but also privately wondering whether she is a stuck opposer.) Don't answer now. My point is, I like it. (I do like most, but not all opposers, it's how I grow my model) But there are types out there who may not. But please, let's move on. Simply say briefly what you think the problem is, what Jack thinks, and what the team thinks.*

### > What I am Thinking

*From my words and voice, and the action stances I took, Catherine Bass knows I respect her, but that I mean to help change her behavioral options. Her lead with an obscenity (a form of opposing, either implicit or explicit), deliberate*

*I imagine, says, "See, I'm one of the boys." Her words and voice immediately suggest that a strong mover, opposer, and possibly a stuck opposer is at the core of her behavioral profile, at least is she is revealing it in this phone context with me. I'm curious to see how this holds when Jack is in the room.*

### Step 2: Demonstrating How I Work

Whereas demonstrating to clients and to you readers how I work begins, as you must have noticed, at the very beginning, it has no end until the door closes behind what I hope is a satisfied and changed client system. It is briefly described here for heuristic convenience.

All Interventionists are taught to listen. On this issue, my model is ruthlessly clear. It intones: Listen, but listen in order to act, act in ways that change the nature of discourse in a broken or underperforming communicative system. Thus, when I am most on my game, every vocal action on my part is calculated, intentional, and directional; that is, it has as its target, a dysfunctional structure or incapacitating storyline. If I move (or follow, silently or actively bystand or strongly oppose), as you will see at times with Catherine, but especially with Jack, it is because that is what I believe is called for. My strategic use of the four action modes is a live, but invisible demonstration of *communicative competency*, the ultimate goal of what I want clients in any system in which I intervene, to take away with them.

I am constantly and often consciously using one or the other of the four action modes, not haphazardly or casually, but in calculated sequences, when it might appear that I am merely engaged in conversation or soliciting it. (I will make clear in chapter 8, Intervention, how sequencing is done and why it is so critical to effective outcome.)

Eventually, at a select moment, I will name and spatially demonstrate the Four Player Model in the room. Doing this, I will show, is a key means of shifting the nature of discourse when the structure of present discourse is broken and doing further harm to already damaged relationships. Until then, it remains, like a distant, rhythmic drumbeat as background to what I am doing front stage. Obviously, there is much more to say about how I work. The sections, What I am thinking and What I am doing serve the purpose of putting the specifics of my approach in a given context.

**“Being a professional—even a well-trained one—is no guarantee that we do not at times do harm. What goes undocumented, and worse, unnoticed, is the harm... we do completely unawares—simply by being who we are and, even when doing the best we can—or believe so.”**

Source: Learning to Read the Room and Change it: A Workbook on Becoming an Interventionist.

### **Narrative**

More relaxed now, Catherine explains. She knows I like to work with whole teams, and she argued with Jack, Technospan’s CEO, for starting there. But Jack is not ready for that, she said, and where the team is now, they’re not about to challenge him. In fact, “Though they are desperate for help and know it, he got them to agree with him, not me.” Her view of the problem is that Jack is disabling the team. Jack’s view is that the team is a bunch of wimps who can’t take the heat. The team (she names them, briefly characterizing how each deals with Jack’s disdainful attributions) is afraid to speak up, even those who’ll howl in private.

*I come here, she says, as his ‘eminence’s’ emissary with conditions. The conditions she comes with are that I’m to see you for one session to check you out up close and report back to him so that he can decide whether he’ll join me here.*

*D: He likes to have his way?*

*C: Needs to.*

*D: And you?*

*C: Hmm, you might say that.*

*D: You seem evenly matched, and, Catherine, you may want to ask for help in how you may be contributing to the problem.*

### **> What I am Doing**

*I’m leveling the playing field. I want Catherine to know that though I instantly liked her, and that I’m taking steps to engage her in my way, that I look at communicative problems as circular, that no matter how accurate her portrait of Jack*

*as a dominating person, I will look at how she contributes to the problem. At some point I will make this clear in a live scenario in the room.*

### **> What I am Thinking**

*Catherine is preparing me for a clash of models with Jack on the question, “Who is the client?” Before deciding whether to persist or back off, I need to get to know him better to hear his reasons. I sense that I may be facing a structural trap (see Glossary and Chapter 8), and must do something to avoid it.*

### **Narrative Continued**

*Feeling called upon to address the issue Catherine has introduced, her differences with Jack about how to sign on with me, I decide to take a stand (a strong move with opposer intimations). The three of us could get trapped (not a serious or unfamiliar one, mind you) in an obtuse scalene triangle, in which Jack, because he may feel more distant from Catherine and me, a) if I were to see her alone first, thus forming a separate bond, and b) because she and I are closer on the question of who the client is, he then would then have reason to suspect a conspiracy. To avoid this, I say, I prefer not to see you alone. You’ll both get the scoop on me soon enough. In reporting back to Jack, tell him I must speak with him by phone before I decide whether to see the two of you together in an initial contact, but let him know that I’d likely want to see the team soon, unless he convinces me it’s a bad idea.*

### **> What I am Doing**

*Mainly, I am slipping out of a potential structural trap, but*

also, I am going on record of opposing Jack. An obvious risk. Many powerful leaders are accustomed to giving orders and having them followed. Following is the weakest action in my behavioral profile. But I decide that my profile is not the issue here. By opposing Jack in absentia, I am relieving Catherine of responsibility, and, since she will pass my position on to him, it is a means of testing the structure (how he reacts when opposed), a subject I will return to below. But I am also exposing an unwanted triangle by firmly taking charge of the process.

### Jack Woodrow Calls

**Jack:** You wanted to speak with me? Shoot!

**David:** (Laughing) Literally? With what? My weapons are harmless. I asked that you call for a simple reason. It is my wish to hear from you, in your own words, what you think the problem is. I've heard Catherine's view, and I need to hear yours. Simple as that, I suspect that you don't trust people like me; consultants, that is.

**Jack:** Did Catherine say that?

**David:** Not a word, I assure you. You've made the news, the press is harsh whenever there is a good story. I cannot imagine that you would not want to check me out with Catherine as a trusted courier.

**Jack:** Impressive. Exactly what I had in mind.

**David:** Have no fear. If I think you are an S.O.B, I'll say so.

**Jack** (chuckling): I suppose she's given you an earful, that I'm "the problem".

**David:** I asked and got permission from Catherine to use anything I heard during her call in this conversation with you. I expect that your two stories about what the problem is would not match? (Exactly, he says) Please know this, they never do, never, so just tell me briefly how you see the problem. I need to know how you and Catherine differ in how you view the worlds you share.

### > What I am Doing

*In engaging Jack, I have reframed his need to control the process. I am also forecasting my model's position on difference.*

*In my model, differences between self and 'other,' far from being seen as most clients do, as the bane of their existence in relationships, and the 'cause' of problems in communication, are seen, as their ultimate salvation. As here, I will often softly seed ideas like this about my model early on. When I hammer my point hard at crucial moments later on when they matter most, many clients admit they were puzzled but curious when they'd first heard them.*

### Back to the Narrative

**Jack:** I've broken some rules, no big deal, a little tinkering with facts. Like a trick play in football. Real pros hate them, but there are times when they are necessary and every team has pulled one off in hope of winning the game. The "reggies," at the SEC let the allegation go. Too often, I think my team is made up of wanna-be's not pros.

**David:** You won that one with the SEC, but, and I know you know this, Catherine thinks you've lost your team, and I think maybe you're in danger of losing the game of leadership. You

were a star on the football field and on Wall Street. If I take you on, still an 'if,' you may have to change your strategies. (I'm opposing). I believe they need help, and soon.

**Jack:** Look, I like you...so far. I'm willing to take my chances, on the field or off. And about 'losing' my team? I'll take my chances. No leader is worth his salt who is not a risk-taker. But on the question of your seeing the team, that's a no. They are not ready for it.

**David:** And so I'll take a risk. Here is something you may not want to hear. I think **you** are not ready for it. Jack. Humor me and let me have the last word on this. I'd like you to arrange a time for you and Catherine to come in. Let's let the team issue rest for now. But I will raise it again.

**Jack:** Okay. You just scored a point. You're pretty good. This way, we both win.

### > What I am Doing

[Note: I could have introduced my terms for agreeing to take a client on here (see Appendix A), but chose to wait. I must first succeed more than I have in engaging him and in building a container. These are not best achieved in an initial phone contact]

I am speaking the language of power, Jack's language of choice. (Jack's profile you will come to see is mover/opposer in closed power.) This—speaking other's preference for the language of affect, power, or meaning—is another way of engaging a client, unless it comes across as inauthentic. Though power is the weakest language preference in my profile, following after meaning and then affect, and closed is my weakest system preference, following random and then open, I can exhibit closed power 'in my way when I have to'. Nevertheless, Jack and I have antithetical profiles and I will have to keep a close eye out for bias on my part.

I am aware that I am leaping ahead in my story. I am referring here to Structural Dynamics' communication domain and its three languages—*affect, power, and meaning*; and its three operational domains of *closed, open, and random*. As noted, in this chapter, I am, for heuristic ease and clarity, confining myself to structural level 1, the four action modes. I have loosened my resolve in this instance as a hint of what is to come in chapter 3, where I address behavior at the two other structural levels, but more to indicate that there is more to diagnosis than you will see in this chapter, and to let you know that I am gathering more system diagnostic data than I am sharing at this time.

### > What I am Thinking

In the closing moments of our phone conversation Jack wanted to stay in the 'up' position, which he did by giving me a 'passing grade.' I could have taken a one-down stance, a well known technique if effectively delivered (chapter 8), but decided to establish myself in the 'up' along with him.

In matches like this, I must watch myself on two counts. First, I must not get drawn into a contest as to who is in charge. (I flash back to the Brooklyn schoolyard when I was 12 and a fight I had with a tough kid who tried to take over the basketball court that my friends and I were playing on. Even then a leader, scared, but undaunted, I had to wrest a knife from him before leveling the field for a fair fight. A precedent was set in which I defend underdogs.) So what I have to watch out for in my work is a tendency to take bullies on in a fight. Second, in a match up like this one between Jack and Catherine, I hear the voices of my own children, now grown with kids of their own, who claim I favored my girl children over the boys when they were growing up.

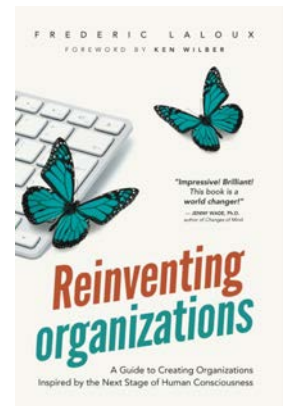
And one more thing. Here is a question I asked in my post-session notes. In taking the stand I took, was what I did a procedural issue, a model issue, a technique, or an action driven by my behavioral profile? ■

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# The emergence of a new organizational model

## An interview of the author of *Reinventing Organizations*

by Frederic Laloux, Mobius Executive Coach



Interview of Frederic Laloux, author of the upcoming book *Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness* (Publication date: Feb 20, 2014)

### **Q** In a few sentences, can you give us the gist of *Reinventing Organizations*?

Many of us sense that a new form of consciousness is emerging in the world. A great number of books have been written about leadership from that higher ground. I've been interested not so much in the individual leadership component, but in the organizational aspect. Anthropologists, psychologists, and philosophers agree that humanity has gone through a number of shifts of consciousness in the past. Gebser, Piaget, Kegan, Maslow, Graves, and Wilber all agree about the four or five major shifts that have happened. Here is an interesting phenomenon that has been mostly overlooked: every time humanity has shifted to a new stage of consciousness, it has also invented a radically new (and radically more powerful) manner to collaborate, what in business circles we would call a whole new *organizational model*.

I've been researching extraordinary pioneers who *already* operate with organizational structure and practices inspired by the new form of consciousness that is emerging. And what they achieve is just phenomenal. These are truly productive, soulful, and purposeful organizations. When this trend starts to generalize, it will mean another leap in the human journey.

### **Q** Say a bit more about past shifts that brought us to where we are.

Well, every stage of consciousness has its own organizational model. For instance, when humanity shifted to the age of civilization (the age of agriculture, government and

institutional religion) it also invented formal, hierarchical organizations. In this paradigm, the world is God-given, immutable; there are absolute rights and wrongs. The organizations this worldview produced are very stable, very hierarchical. Some obvious examples of organizations that are still shaped by this worldview today are the Catholic Church, the military, and many public school systems. People have a place in the org chart and should be interchangeable, really. Change and competition are viewed with suspicion because there is one right way to do things, and that doesn't change.

With enlightenment and the Industrial Revolution came the modern perspective. The world is no longer immutable. It is a complex clockwork that can be understood by scientific exploration. The smarter and faster you are compared to others at understanding it, the bigger the prize for you. It is a worldview that is no longer driven by the question of what is right or wrong, but by the question of what works and what doesn't.

The modern organization brought three extraordinary breakthroughs: *innovation*, for which organizations invented departments that didn't exist before, like R&D and marketing; *meritocracy*, or the idea that the mail boy can become the CEO; and *accountability*, with the notion that bosses only need to define the what, not the how; that if you dangle carrots, people will run. Accountability has also given us the modern inventions of management by objectives, targets, budgets, and mid-term planning. The modern organization brought us the extraordinary prosperity we know today.

### **Q** This is the paradigm that governs most large business corporations today.

Yes, indeed. And yet some circles, like academia and organizational development practitioners, are already deeply

rooted in the next paradigm—the postmodern worldview. Postmodern organizations have emerged over the last 20 years or so.

The postmodern worldview is uncomfortable with modernity's material obsession, with the sole pursuit of profit and market share. It values diversity and wants to make sure everyone's values and voices are heard.

So what are postmodern organizations? They are the likes of Southwest Airlines, Ben & Jerry's, or The Container Store, for instance. These organizations have come up with three more breakthroughs. They have invented the notion of *empowerment*, the idea that people at the front line know best and that management should defer decisions down as low in the organization as possible. To do this, they work with *values-driven cultures*. We are frequently cynical about values because too often they are just buzzwords, but in these organizations, values really drive the culture, and it makes for vibrant, energetic workplaces. The third breakthrough is to embrace the *stakeholders* model instead of focusing narrowly on shareholder value alone.

## **Q** And in the midst of this, the next model is starting to emerge!

Yes. The rate of change is accelerating; it's quite dizzying. It always starts at the individual level. Here is what is happening: a growing number of people go through an inner transformation, spontaneously or as a result of some personal or spiritual work. Suddenly they find their organizational environment to be lifeless and painful, inhospitable to the deeper longings of their soul. More and more executives, for instance, are leaving the corporate world, often to become coaches and consultants, because they don't want to play in a system that they have outgrown. Teachers, doctors, and nurses are leaving their profession in droves, because the way we run our schools and hospitals is profoundly toxic, when seen from a higher perspective.

In some ways, this is dramatic. Those people who have the most to offer are often disillusioned with organizations. The problem is that we know what's wrong with today's organization; we sense that more must be possible, but we lack an articulation of how we could



operate organizations from a higher ground. What I've been researching is people who went through this transformation and were crazy enough to decide to create a business, a nonprofit, a school or a hospital, but on a whole new basis. They launched themselves and their employees into radical experiments, throwing all existing management tenets overboard that didn't fit their values.

### **Q Who are the pioneers you researched?**

There are a dozen large organizations (many of them have several thousand employees) and a few smaller ones as well, operating in all sorts of sectors in the U.S. and in Europe. What is interesting is that there hasn't been much written about these organizations before, if at all. These are not the Googles or Apples of this world; their practices are much more radical. So much so that the rare articles written on them don't know what to do with them, really. From a more conventional perspective, these organizations simply shouldn't be able to function, and yet they do, and quite spectacularly so.

So for instance, there is a 7,000-employee nursing organization, a 500-person automotive supplier, and a 600-person chain of hospitals. I was positively surprised at the breadth of industries—there are for-profits and nonprofits, blue-collar and white-collar organizations.

### **Q So how do these organizations operate?**

What is striking is the degree of similarity in the way these organizations work, even though they are in very different industries and didn't know of each other. There really seems to be a new, coherent model that wants to emerge. Of course, some organizations have pushed the boundaries more in certain areas and less in others. But collectively, they allow us to describe in great detail the structures and practices that underpin this emerging model.

Now, what is new? Well, in this model, pretty much all aspects of management have been reinvented. There is no more pyramid, there are no job descriptions, no targets, no budgets, for instance! Instead, a host of new, soulful practices. We won't have time to talk about all the practices, so let's just talk at the highest levels about the big three breakthroughs.

The first one is self-management. Some of these organizations have cracked the way to structure very large organizations entirely without the boss-subordinate re-

lationship. The power hierarchy is entirely gone, replaced with peer-based processes. This new structure is all made possible by a breakthrough decision-making mechanism that relies on neither hierarchy nor consensus.

### **Q Talk about the second breakthrough—striving for wholeness.**

Historically, organizations have always been places where people showed up wearing a mask. People often feel they have to shut out part of who they are when they dress for work in the morning in order to conform to the expectations of the workplace. In most cases, it means showing a masculine resolve, displaying determination and strength, hiding doubts and vulnerability. The feminine aspects of the self—the caring, questioning, inviting—are often neglected or dismissed. Rationality is valued above all other forms of intelligence; in most workplaces the emotional, intuitive, and spiritual parts of ourselves feel unwelcome, out of place.

There is a conspiracy of fears at play that involves employees as much as their organizations. Organizations fear that if people were to bring all of themselves to work—their moods, quirks, and weekend clothes—things would quickly dissolve into a mess. Employees, for their part, fear that if they were to show up with all of who they are, they might expose their selfhood to criticism and ridicule and make themselves vulnerable.

Wisdom traditions from around the world speak to this from a deeper level: at heart, we are all profoundly interconnected and part of a whole, but it's a truth we have forgotten, and we live in fear and separation. Our deepest calling in life, these traditions tell us, is to overcome separation and reclaim wholeness.

This spiritual insight inspires these organizations' second breakthrough: they put in place a great number of practices that support us in our journey to wholeness, that make it safe to bring all of who we are to work. Extraordinary things begin to happen when people stop leaving parts of themselves behind. In wholeness we are life-full. We discover in awe how much more energy and creativity there is in us than we ever imagined.

### **Q And the third breakthrough is what you call “evolutionary purpose.”**

That one is often the most difficult to grasp at first. It stems from the way we view an organization. In this

emerging paradigm, leaders view their organizations not just as a collection of people and assets, but as living entities that have their own soul, their own life force, their own sense of direction. This view has profound implications in all sorts of domains, from strategy, to target-setting, to budgeting, to product development, and so on.

Let's take strategy. In today's management paradigm, the CEO is the captain charting the strategic course. He needs to set a direction and goals. In the new paradigm, the organization has its own sense of direction, its own evolutionary purpose that it is called to manifest in the world. The role of leadership is not to impose a direction onto the organization. It is to listen to what the organization wants to become and then to dance with it. There are some beautiful practices, ranging from simple to profound, that people in these organizations use to listen in to the organization.

I'll share another implication. The business world is obsessed with competition. And one day I was struck that none of the organizations I researched ever talk about competition. The reason, I found out, is simple: if an organization's purpose is really paramount, and not just some slogan in the annual report, then there is no competition. Anybody else who pursues the same purpose is an ally to be embraced, not an enemy to be fought. There is a real level of fearlessness at play here. If another organization is better than us at pursuing our purpose, by all means, let them win! Life is abundant enough. We'll find something else to do.

### **Q** That's pretty profound. That requires leaders who have embraced a whole new perspective.

Indeed. The research shows that there are two necessary conditions to run an organization based on this new model. One is that the CEO has made the inner shift to this new paradigm. The second is that the board is also aligned. These are the two conditions, and they are the only two. For the rest, this model seems to work in every kind of industry and in every kind of geography, in organizations of a few people or of tens of thousands.

But meeting these two conditions is still a tall order. These conditions are of course easier to meet when some person who has gone through that shift starts a new organization.

### **Q** Is it possible to transform existing organizations to this new model?

Of the 12 large organizations I researched, three used to operate along traditional lines, before making the switch. So it absolutely is possible, and the book offers some thoughts about how to best navigate the shift. What's quite fascinating, in some regards, is how easy the transformation can be, if the CEO is committed. There will be resistance from some middle and senior managers, who will lose their command-and-control power with the switch to self-management, but after a while, almost everyone feels enormous relief and is energized by the new way of operating.

### **Q** The book hits the shelves on February 20. What's next for you?

That is a hard question to answer. In some ways, I look at this research and this book just in the same way some of the leaders we talked about look at their organization. I'm trying to live without forcing a direction onto the future, which is sometimes challenging! This year I plan to be in service of the book and see where it wants to go, to serve whatever it wants to do in the world, big or small. It is an interesting experiment for me to try and live in this way, to be truly in service.

You can ask to be notified about the book's release and download the introduction at [www.reinventingorganizations.com](http://www.reinventingorganizations.com).



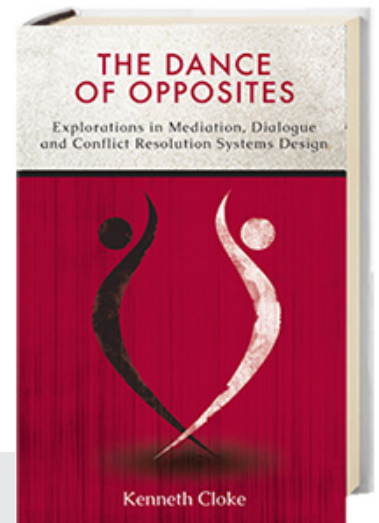
**Frederic Laloux** works as an adviser, coach, and facilitator for corporate leaders who feel called to explore fundamentally new ways of organizing. A former Associate Partner with McKinsey & Company, he holds an MBA from INSEAD and a degree in coaching from Newfield Network in Boulder, Colorado.

His groundbreaking research in the field of emerging organizational models has been described as “groundbreaking,” “brilliant,” “spectacular,” “impressive,” and “world-changing” by some of the most respected scholars in the field of human development. Frederic Laloux lives in Brussels, Belgium, with his wife, H el ene, and their two children.

# An Introduction to Mediating Chronic Organizational Conflicts

By Kenneth Cloke, Mobius Senior Expert

[Excerpted from Kenneth Cloke, *The Dance of Opposites: Explorations in Mediation, Dialogue, and Conflict Resolution Systems Design*, goodmedia 2013.]



**“No longer a monolith, the successful modern organization is like a Lego set whose parts can be regularly reconfigured as circumstances change. The old paradigm that exalted control, order, and predictability is giving way to a nonhierarchical order in which all employees’ contributions are solicited and acknowledged and in which creativity is valued over blind loyalty. Sheer self-interest motivates the change. Organizations that encourage broad participation, even dissent, make better decisions.”**

**~ Warren Bennis and Phillip Slater**

Every workplace generates chronic conflicts, yet few organizations have rethought the way they work, or used conflict resolution skills and ideas to prevent and transform chronic conflicts at their sources, or examined their organizational communications and “conflict cultures” to discover how these conflicts are generated and reduce their reoccurrence.

Fewer still have integrated conflict resolution and coaching, trained leaders as mediators, used conflict resolution principles to inform their change processes, conducted “conflict audits” to reveal where these streams of conflict originate, or designed complex, multi-layered, self-correcting systems to improve their capacity for conflict prevention, resolution, and transformation.

These ideas provide a framework for people who would like to use the rapidly expanding skills and methods of conflict resolution to resolve the deep sources of organizational conflict. It is possible, for example, using

these skills, to learn ways of adapting mediation skills to improve organizational communications, coaching, team building, leadership, change management, and systems design. Indeed, these skills can help organizations rethink every aspect of the way they work from a conflict resolution perspective and use systems design principles to construct more collaborative, democratic, self-managing organizations, and institutions.

To do so, it will be necessary to build new skills in organizational dialogue, leadership, teamwork, and collaborative processes, and to identify the organizational theories and techniques that will help us shape a context of values, ethics and integrity; form living, evolving webs of association; develop ubiquitous, linking leadership; build innovative self managing teams; implement streamlined, open, collaborative processes; create complex self-correcting systems; integrate strategically, and change the way we change.

### The Nature and Sources of Chronic Conflict

Here is what we know at present about the systemic nature of conflict:

- Every conflict takes place not only between individuals, but within a context, culture, and environment; surrounded by social, economic, and political forces; inside organizational systems, structures, and technological settings; among a diverse community of people; at a particular moment in time and history; on a stage, milieu, or backdrop.
- None of these elements is conflict-neutral. Each contributes—sometimes in veiled and unspoken, yet profound ways—to the nature, intensity, duration, impact, and meaning of our conflicts.
- Each profoundly affects the quality of our work lives, our personal capacity for joy and compassion, and our ability to collaborate in solving our problems.
- Like ripples in a pond, every conflict and every resolution in the workplace extends outward, impacting others, and creating a “mediation butterfly effect.”
- As a result, we are each responsible as organizational citizens for building conflict resolution capacity in our workplaces.

We also know that organizational systems produce chronic conflicts. In addition to being repetitious and occurring exhaustively over and over again, chronic conflicts can be defined as those that nations, societies, organizations or individuals:

1. Have not fully resolved;
2. Need to resolve in order to grow and evolve;
3. Are capable of resolving;
4. Can only resolve by abandoning old approaches and adopting new ones;
5. Are resistant to resolving because they are frightened, dissatisfied, insecure, uncertain, angry, or unwilling to change.

In practice, chronic conflicts have low levels of resolution. They often reveal an incongruity between high levels of emotion and an apparent triviality of the issues over which people are fighting, and as a result, sometimes appear irrational. At the same time, they reveal underlying similarities. They seem to result from accidental misunderstandings or apparently idiosyncratic causes and circumstances and are commonly mistaken for miscommunications or personality clashes, yet their very repetition suggests these cannot be their cause. What is

perhaps worst is that as they repeat, they give rise to a tolerance for disrespectful and adversarial behaviors and a culture of conflict avoidance.

On a societal level, and over the course of centuries, we can easily identify a number of what I regard as “meta-sources” of chronic conflict. Here are my top four:

1. Social inequality
2. Economic inequity
3. Political autocracy
4. Environmental change

Within modern, complex, multinational corporations, it is possible to go significantly further and identify several sources of chronic conflict that flow from the nature and operations of a capitalist global economy, including these twelve:

- Intense competition for market dominance;
- Unceasing efforts to maximize sales and profits;
- Primacy of the financial bottom line;
- Constant innovations in technology;
- Dependence of profits on costs of production, especially wages, rents, taxes, and raw materials;
- Unequal distribution of profits;
- Hierarchical control over investments, wages, and management;
- Separation and division of labor;
- Centralized organization of work processes;
- Increasing dependence on employee motivation and participation in decision-making;
- Unending search for inexpensive raw materials, cheap labor, and markets for finished products;
- Race for the bottom in globalization of production and distribution.

In the U.S. and many other countries, many chronic conflicts also occur within organizations as a result of clashes between labor and management over a variety of issues, which can also generate chronic conflicts, including these:

- Legislation that does not reflect workplace realities;
- Financing that is not within the parties’ control;
- Political elections that periodically alter attitudes toward labor management relations;
- Primary responsibility of management for fiscal well-being;
- Primary responsibility of labor for the well-being of workers;
- Adversarial styles of negotiation and problem-solving;



- Power- and rights-based systems, relationships, and processes in labor and management relations;
- Inability and unwillingness to discuss or negotiate non-mandatory subjects;
- Unilateral and non-collaborative approaches to decision-making;
- Conflict avoidance, accommodation, aggression, and compromise.

More difficult to resolve are financial drivers that pit labor against management, reflecting still deeper conflicts between wages and profits. As an illustration, here are some ways corporations can increase their profitability, each of which can be seen as a potential source of chronic conflict:

- Directly cut wages
- Reduce the cost of raw materials (which also results in wage cuts);
- Require employees to work longer or harder for the same wages;
- Increase the price of the product while keeping wages and raw materials costs the same;
- Reduce the quality of the product while keeping its price the same;
- Cut or subsidize corporate rents, taxes, health and safety benefits, environmental cleanups, and similar costs;
- Artificially alter supply and demand ratios through dumping, monopolization, price fixing, government subsidies, etc.;
- Reduce wages indirectly through increased competition, or by unemployment, immigration, racial prejudice, gender pay differentials, and similar policies that increase the supply of employees willing to work for less, thereby reducing demand;
- Introduce labor-saving machinery and robotics to decrease the workforce and cut the amount spent on wages;
- Use speed-up to shorten the time required for investment to return a profit;
- Decrease costs by transferring them to government, outsourcing, or sending work to countries with lower wages, costs, or taxes.

Clearly, when taken together, these lists suggest that there is a systemic incentive within both capitalism and private sector corporations that encourages management to take actions that will predictably produce chronic labor-management conflicts, even when they do not personally wish to do so. These sources of chronic conflict directly shape organizational structures, systems, processes, and relationships, even in the public and non-profit sectors.

What is remarkable about each of these very different

**“This insight allows conflict resolution professionals to bring a far more advanced and sophisticated set of mediative methods and techniques to every aspect of organizational life; to assist it in preventing, mitigating, resolving, and most importantly, learning from its chronic conflicts. It is this extraordinary opportunity that gives mediation a unique role to play in organizational development, and allows it to adapt highly effective techniques and harness them to the human side of organizational development.”**

sources of chronic conflict is that solutions already exist within the field of conflict resolution that are capable of reducing, resolving, and preventing many of them. To see how, we need to consider more carefully what an organization is and how it functions.

### **What is an Organization?**

If we consider from a conflict resolution point of view the nature of our organizations and workplaces, and think for a moment about what an organization actually is, we can see that there is an array of answers that range from trivial to profound. For example, an organization can be regarded as:

- A place where people work;
- A diverse group of people who are committed to a common goal;
- A system;
- An organism;

- A variety of interlocking activities, roles, responsibilities, and outputs;
- A set of relationships and processes;
- A group of conversations;
- A culture or mind-set;
- A way of diffusing responsibility;
- A compact, agreement, or contract;
- A mix of unspoken expectations and desires;
- An evolving set of values and purposes;
- A method of group learning based on assessment and feedback;
- A figment of our imaginations.

What is most important from the point of view of mediation, however, is that every organization is also importantly a mechanism for resolving conflicts. Every organization is therefore a mediation, though it is not always a skillful or effective one. Every organization brings together diverse individuals whose lives might otherwise collide if the organization did not continually mediate their impulses and activities.

This insight allows conflict resolution professionals to bring a far more advanced and sophisticated set of mediative methods and techniques to every aspect of organizational life; to assist it in preventing, mitigating, resolving, and most importantly, learning from its chronic conflicts. It is this extraordinary opportunity that gives mediation a unique role to play in organizational development, and allows it to adapt highly effective techniques and harness them to the human side of organizational development.

### **Ten Questions on Organizational Operations**

As an illustration, here is a list of ten questions that, in large part, define organizational operations, each of which can easily lead to unnecessary and chronic conflict. Rethinking the answers to these questions can allow organizations to save enormous sums by reducing their conflicts—not just by mediating them once they occur, but by preventing their reoccurrence and improving their overall effectiveness. Here are the questions, together with some initial answers informed by mediation revealing how it might be possible to reduce the amount of chronic conflict.

**I. Who makes the decision to hire?** Hiring has traditionally been a unilateral activity engaged in by

managers based on criteria they alone select. Yet better results can be achieved when hiring becomes a collaborative, peer-based responsibility of self-managing teams for these reasons:

- Teams are usually much better qualified to choose coworkers than are managers who do not actually perform the daily work of the team.
- Employees who are hired by a team feel an obligation to support their peers and perform at higher levels than when they work to satisfy a manager.
- Errors are corrected more quickly, and poor performers are disciplined or replaced with less opposition from other employees.

## 2. Who allocates work and assigns tasks?

Self-management and task selection by self-managing teams can dramatically increase productivity by improving motivation, limiting unproductive behavior, and reducing managerial expenses through reverse economies of scale. Teamwork makes assignment flexible and dynamic rather than bureaucratic and static, and oversight becomes a responsibility of everyone on the team, bringing the following benefits:

- Task-oriented self-assigning teams can counter the negative effects of isolation due to the separation and division of labor. Self-assignment can also improve motivation by increasing task and product identity.
- Self-managing teams can allocate work more cheaply, more quickly, with a finer sense of priorities than managers, and an increased ability to change rapidly to meet new demands.
- Teams are more capable of knowing what is required at any given moment in the workday than managers, who are one step removed from problems. Even centralized tasks can be handled more efficiently by team members representing diverse departments.

## 3. How is work evaluated and improved?

Feedback, evaluation, self-correction, learning, and improvement ought to be the responsibility of all team members. Contributions to personal and organizational improvement become far more powerful when feedback is received from everyone affected by the work. The benefits of team-based peer evaluation include:

- 360-degree evaluations based on self, upward, peer, downward, and client feedback, together with analysis of differences between assessments, encourage more open, honest, meaningful evaluations.
- Quicker, more supportive, and useful feedback can be tailored by teams to help each person learn and change. This means regular, honest, open, timely discussions of difficult issues, starting from the top. The most powerful and effective feedback always emanates from clients, team members, and ourselves.
- For feedback to be effective, judgments need to be separated from evaluation. Feedback in a team environment has only one purpose: improvement. Whatever does not actually improve individual and team performance is either useless or counterproductive and should be eliminated.

## 4. Who selects leaders?

Management is a title, a set of involuntary roles assigned to people selected from above; leadership is a voluntary relationship informed by vision and maintained by skill with people who freely choose to follow. To establish a mandate, leaders should be selected, even elected, by those they lead. Leadership requires different skills than management does, for several reasons:

- Leadership is a universal job description for team members, who need to be able to facilitate team meetings, track projects, relate well to customers, solve problems, mediate conflicts, make certain nothing falls through the cracks, and perform countless diverse assignments.
- Leadership on teams is situational and shared, based on whatever task needs to be performed, together with individual skills and desires. Leaders who are chosen by their teams can ask for and receive efforts far beyond what is required.
- Traditional managerial tasks can easily be computerized or rotated among team members, allowing managers to move into roles as facilitators, coordinators, supporters, mentors, mediators, or team members with specialized administrative skills.

## 5. Who gets promoted, how, and by what criteria?

In hierarchical organizations, promotions are often based on having done a lower-level job well,

that is, on technical ability; some guessed-at capacity to succeed in meeting a set of abstract, objective criteria; or purely subjective, intuitive feelings about the personality of the candidate. In a team environment, there are alternative ways of promoting:

- Eliminating grandiose titles, enormous wage discrepancies, autocratic power, hierarchical privileges, and compensation based on title or status. Instead, a flexible matrix of skills, contributions, knowledge, seniority, difficulty of assignment, willingness to perform low-status work, voluntary efforts that benefit the team as a whole, and similar criteria might be used. Applying genuine market principles to employment means that those who perform the least desirable tasks might receive the highest wages.
- Rather than promote people out of jobs they do well into managerial positions they do poorly, teams can create a broad array of rewards, including acknowledgment, job rotation, free time for creative projects, and opportunities to develop natural abilities, leading to leadership roles and career development.
- Allowing teams to select and promote their own leaders encourages teamwork and leadership development. Internal career counseling, aptitude testing, attitude surveys, and team selection help eliminate burnout, elitism, tyrannical management and the Peter Principle.

**6. Who gets trained in what?** Training should be organized from the bottom up rather than the top down, and focus on team skills rather than those of individual managers. It should improve practical skills in facilitating, coaching, communicating, negotiating, building ownership, giving honest feedback, building better relationships, resolving interpersonal conflicts, and negotiating collaboratively. Expanding training, education, and development, orienting them to teams, and covering the full range of skills required for self-management can:

- Turn every organization into a university in miniature, providing mandatory and voluntary, free and paid education for all employees.
- Create learning organizations that strongly encourage employees to teach those with less experience, knowledge, or skill and become lifelong learners. Enormous skills and knowledge can be recaptured

by transforming master-employees into mentor-teachers as they develop and before they retire.

- Design a comprehensive team-based internal training, education and development program focused on training team trainers and on leadership, self-management, teamwork, and change.

**7. Who determines and enforces rules?** Every employee in a team environment has a vested interest in increasing productivity and client satisfaction and is capable of setting rules that advance common interests and result in shared responsibility for preventing future violations. Employee-generated rules counteract the dynamic created by externally imposed rules, which lead to blind obedience rather than creativity and result in resistance, unequal enforcement, cynicism, coercion, and duress. Democratically generated rules improve results for a number of reasons:

- Value-based decisions in self-managing organizations are reached by consensus, with regard to how resources are allocated, money is spent, people are paid, and individuals interact with each other. When team members genuinely agree, enforcement and coercion become less necessary.
- Team members who are included in decision making regarding rules and values naturally develop the cognitive and communication skills that allow them to assume increased responsibility for results.
- Fairness, justice, and democracy mean that teams decide what rules they need, the consequences for breaking them, and how to enforce them without becoming responsible for other people's choices.

**8. Who resolves conflicts and how?** Conflicts provide teams with rich opportunities to reveal the inconsistencies between expressed values and actual behaviors. They offer openings for growth, personal improvement, and increased team effectiveness. When teams own their conflicts and become responsible for resolving them, the entire paradigm of conflict shifts from one of avoidance or confrontation to one of learning. Conflict resolution is far more effective in team-based environments for the following reasons:

- Teams can pinpoint the sources of chronic conflict, design conflict resolution systems, identify early warning signs, create safety nets, develop tech-

niques for prevention and early resolution, and support low-cost procedures such as peer review and coaching as backups.

- Peer mediation can provide a highly effective, voluntary, consensus-based process for resolving conflicts in which team members learn to negotiate differences and resolve conflicts themselves.
- Team-based conflict resolution increases organizational efficiency by improving morale, providing an outlet for emotional venting, reducing resistance, encouraging listening, and making it acceptable to talk openly and honestly about problems. This allows compassion, empathy, forgiveness, transformation, and ethical behavior to moderate differences and the chaos generated by rapid change.

**9. How is compensation determined?** When employees make compensation decisions, productivity increases enormously. Several studies have shown that when employees are permitted to decide what to pay themselves, they not only set aside adequate sums for investment but make their products and services more competitive. Experience in

employee-owned firms demonstrates that pay cuts and reductions in benefits are more readily agreed to in employee-owned firms than in hierarchies. Team-based organizations can restructure compensation in several ways:

- Leadership can train employees in accounting principles and budgets, and encourage broad participation in budgetary decision-making, or create an overall budget and let teams decide how to divide it.
- Team members who receive equity or stock, or become partners and co-owners, benefit directly from reduced waste, noninflationary wages, and increased productivity.
- By correlating investments in organizational expansion with future income and reduced investment with lower income, teams can participate in deciding which path to take and accept the financial consequences for their decisions.

**10. How are profits and losses divided?** As self-managing teams become adept at making strategic financial decisions, dividing profits, covering losses, bud-



getting, allocating resources, and making investments, they should be permitted to share in the profits and losses that flow from their work. In making decisions regarding profit and loss, teams can be more successful than shareholders and CEOs, for several reasons:

- Changes in employee responsibility and self-management are more successful when compensation is redesigned to reward extra effort, including pay-for-learning, pay-for-skills, bonuses, stock options, gain sharing, and outright employee ownership, which stimulate an ongoing interest in the financial success of the organization.
- The success of employee-owned organizations and cooperatives is based on the long-term interests of employees in sustainable growth and customer service. The greater their responsibility is for profits and losses, the more employees want to make it succeed.
- Employees have a natural long-term interest in sustainable growth, environmental protection, and employee safety, and are likely to be better at making decisions regarding socially responsible investments than shareholders who are focused on quarterly dividends, since their lives depend on their choices.

[Drawn partly from Kenneth Cloke and Joan Goldsmith, *The End of Management and the Rise of Organizational Democracy*.]

**Strategic Integration and Organizational Evolution**

It is increasingly clear that collaboration is critical to the operations of complex organizations and directly affects their ability to compete successfully. As Warren Bennis wrote in *Organizing Genius*:

In a society as complex and technologically sophisticated as ours, the most urgent projects require the coordinated contributions of many talented people. Whether the task is building a global business or discovering the mysteries of the human brain, one person can't hope to accomplish it, however gifted or energetic he or she may be.

Whether public or private, everything organizations do requires collaboration. Yet their structures and processes divide people from one another, isolate them,

and encourage them to compete for scarce positions, finances, and resources. In many organizations, departments refuse simply to communicate with each other, let alone coordinate, strategize, or collaborate. Even when they cooperate closely and describe themselves as partners, it is rare that they form an integrated, strategic relationship that maximizes their potential synergies and improves their collaborative advantage.

**From Individuation to Integration, and Spontaneity to Strategy**

There are two fundamental conflicts or opposing forces that, in their elaborate combinations and evolutionary patterns, set the direction for much of organizational life. The first of these consist of separation versus unification, or individuation versus integration. These are manifested *structurally*, and can be measured by the degree of interdependence between diverse people and functions. The second set of conflicts or opposing forces consists of chaos versus order, or spontaneity versus strategy. These are manifested *procedurally*, and can be measured by the degree of conscious planning for people engage in.

The forces of individuation and integration are largely responsible for determining the degree of individualism and teamwork, centralization and decentralization, competition and collaboration within an organization, and the level of singularity and synergy that are possible in relationships. The forces of spontaneity and strategy are largely responsible for determining the degree of intuition and planning, anarchy and order, complexity and creativity within an organization, and the level of invention and anticipation that are possible in operations, as depicted in the following chart.

<b>Structural Forces</b>	
Individuation	Integration
Individualism	Teamwork
Decentralization	Centralization
Competition	Collaboration
Singularity	Synergy
<b>Procedural Forces</b>	
Spontaneity	Strategy
Intuition	Planning
Anarchy	Order
Creativity	Complexity
Invention	Anticipation

It is important in understanding these forces that we recognize two additional points:

1. Each conflict can only evolve to a higher level of development through creative and synergistic combination, rather than in competition and isolation from one another. Thus, collaboration and teamwork are improved through strategy and planning.
2. The highest levels of *integration* are achieved through and as a result of individuation, and of *strategy* through and as a result of spontaneity, rather than through opposition to them. Thus, it is the synergistic combination of serendipity and planning that produces the most powerful results.

The first set of elements, individuation, decentralization, spontaneity, anarchy, competition, and creativity, are useful in any organizational design, especially for start-up organizations, but it will prove impossible to achieve higher levels of functioning without adding integration, centralization, strategy, order, collaboration, and complexity.

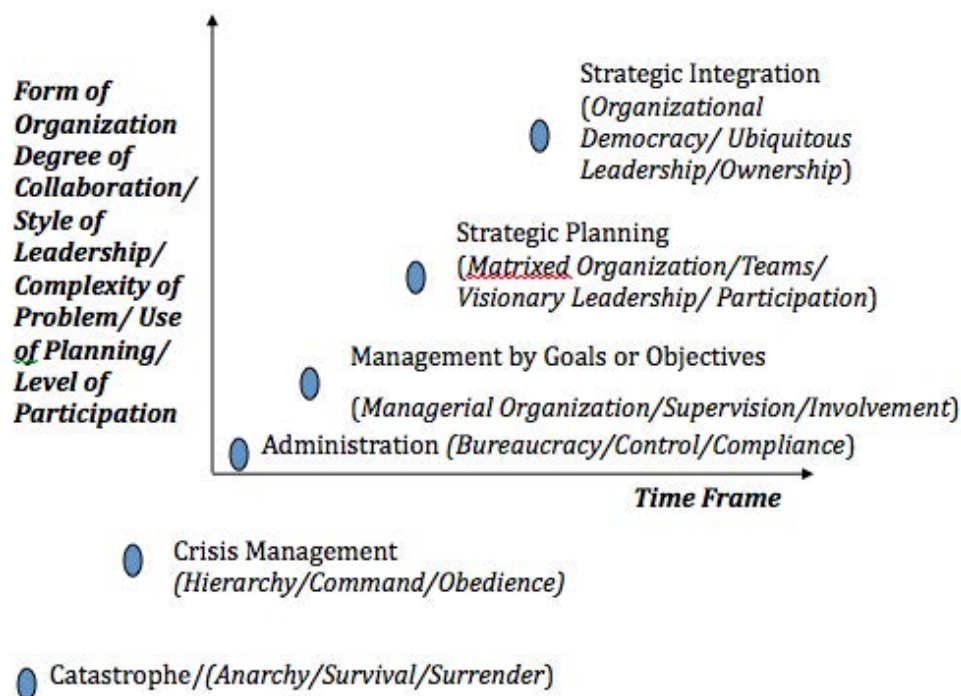
This second set of elements is equally useful, but organizations can become blocked and unable to develop in the absence of the first set. It is not a question of one or the other but of their creative combination and dynamic interplay that produce the highest results. To achieve these outcomes requires organizations to move from crisis management to strategic integration, which con-

sists of combining these opposing forces and elements into a single, unified operation.

### From Crisis Management to Strategic Integration

To understand the relationship between strategic integration and other forms of organizational operations, we need to examine the evolution of management over time. Fundamentally, we can identify five forms of management that differ radically in their orientation toward the future, capacity for planning, the complexity of problems they are able to handle, and the degree of collaboration they are able to inspire. These are:

- *Crisis Management*, which is oriented to survival;
- *Administration*, which is oriented to maintaining the status quo;
- *Management by Objectives or Goals*, which is oriented to achieving specific, predetermined results in the near future;
- *Strategic Management*, which is oriented to vision and achieving long-term organizational advantage;
- *Strategic Integration*, which is oriented to value-based leadership, oriented to collaborative relationships, strategic integration, process improvement, and self-management based on responsibility and consensus. For example, see the following chart.



Each of these forms of management naturally gives rise to different organizational structures, relationships, and processes. In the moment of catastrophe or crisis, the dominant form of organization is anarchy, the method of operation is simply survival, and the level of participation during the crisis is one of surrender to necessity.

As the crisis abates, *crisis management* naturally, predictably, and automatically replaces anarchy. Its form of organization is *hierarchy* and its method of operation is command, as it uses centralized, autocratic, even unilateral decision making and other authoritarian-based processes to respond rapidly to emergencies. The level of participation in crisis management is obedience.

Once the crisis is over, the next task is to maintain the status quo, which requires administration. Administration naturally, predictably, and automatically gives rise to *bureaucracy* as a form of organization, which uses consultation, delegated decision-making and similar control-based methods of operation to regulate routine on-going operations. The level of participation now is no longer obedience, but compliance.

Together, hierarchy and bureaucracy generate typical command and control-based organizations that do quite well during moments of crises and function effectively day-to-day, but neither focuses much energy on the future, plans strategically, tackles complex issues, or inspires genuine or lasting collaboration or commitment.

To achieve these goals, it is necessary to focus attention not on what has or is happening, but what is *intended* to happen in the future. This requires setting goals or objectives, which, as Peter Drucker pointed out many years ago, cannot be done as effectively through mechanisms of command and control as through managerial forms of organization and directed processes that aim at the creation of agreed upon goals or objectives. Setting goals or objectives naturally, predictably, and automatically gives rise to management, and employs cooperation, decision-making, and similar processes to bring about incremental organizational improvements. The level of participation is involvement rather than compliance, since employees need to be involved in setting goals, but these are seen as largely the purview of management. But goals and objectives are not the same as strategies, which require strategic planning and an orientation to a yet more distant future, with increased attention to long range planning, greater complexity, and a higher level of collaboration.

Strategic planning naturally, predictably, and automatically gives rise to visionary *leadership*, as opposed to management, and uses active participation of employees to create collaboration, empowerment, consensus decision-making, and similar interest-oriented processes. Strategies cannot be planned and carried out without everyone participating in the process and gaining their buy-in. For this reason, strategic planning is, to some extent, incompatible with hierarchy, bureaucracy, and management by goals and objectives. Instead of management there is a transition to leadership, because it is not possible, for the following reasons, to successfully *manage* the elements needed to create a clear and convincing vision.

### What Can't Be Managed and Must Be Led

Management implies that someone other than the person responsible for carrying out a task is in charge of making sure it is done correctly. Certain skills, behaviors, and outcomes can easily be mandated by others, such as attendance (“Be here at 8:00 A.M.”), sequential actions (“Do this first and that second”), politeness (“Don’t yell”), and repetitive movements (“Tighten this nut”). But, as Joan Goldsmith and I pointed out in *The End of Management and the Rise of Organizational Democracy*, there are certain fundamental skills, behaviors, and outcomes that simply cannot be managed, and an equally fundamental set that lie entirely beyond management’s reach and must be led, facilitated, encouraged, supported, mentored, or coached into existence. Here are some critical traits that cannot be managed, but can be led:

Trust	Love
Caring	Dedication
Creativity	Leadership
Curiosity	Honesty
Insight	Courage
Synergy	Empathy
Integrity	Compassion
Consensus	Understanding
Craftsmanship	Wisdom
Values	Passion
Perseverance	Forgiveness
Initiative	Unity
Flow	Trustworthiness
Collaboration	Follow-through

Hierarchy, bureaucracy, and management interfere with every one of these fundamental work requirements. People cannot be ordered to be creative, nor do policies and procedures or management uniformly generate trust. This does not mean creativity and trust cannot be enhanced through leadership. It means they cannot be commanded, controlled, ordered, predicted, mandated, regulated, administered, managed, or required, because they depend on spontaneous, voluntary, unregulated activity, on choice, and on play.

These skills, behaviors, and traits represent the most important elements in every organization. By creating a distinction between what can and cannot be managed, we automatically identify a human bottom line of ubiquitous leadership, organizational democracy, and strategic integration, which forms the next highest level of organizational development.

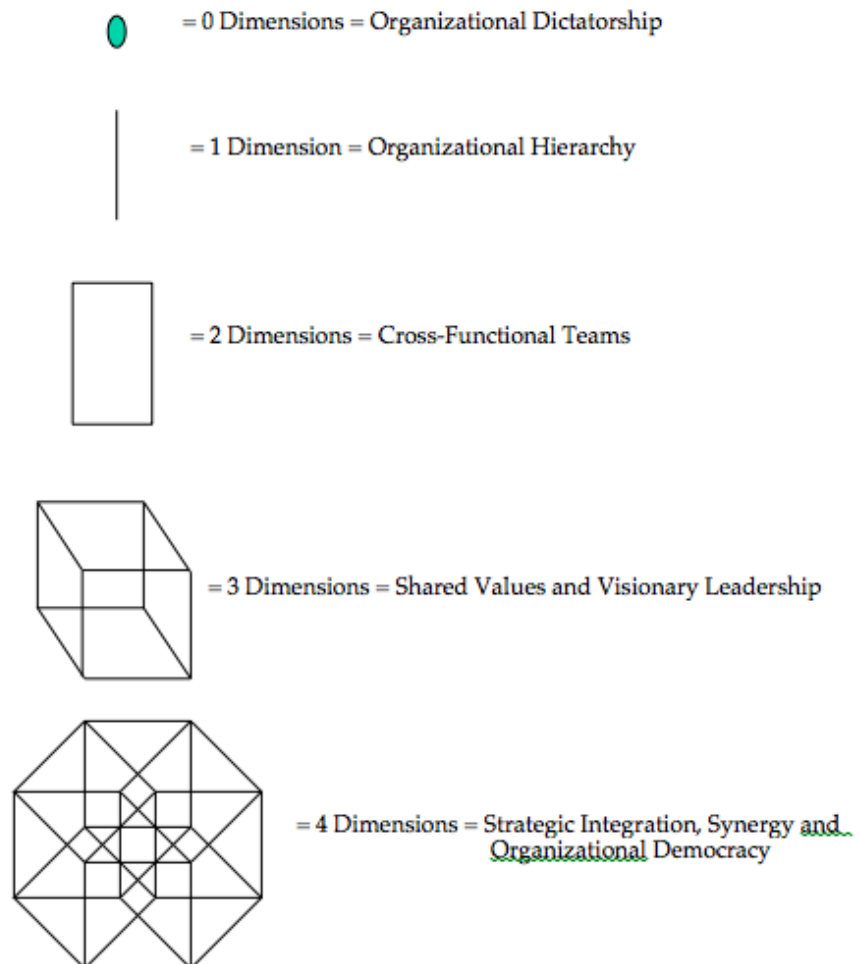
Strategic integration naturally, predictably, and automatically gives rise not just to leadership, but *ubiquitous leadership*, that exists throughout the organization. It uses not just collaboration, empowerment, and consensus decision-making, but values, webs of association, cross-functional teams, self-correcting systems, and other synergistic processes that goes beyond mere participation to create a sense of ownership in employees.

### Degrees of Organizational Freedom

The idea of strategic integration can perhaps best be explained by analogy to the idea of a dimension in physics and mathematics, where each dimension is seen to create an added degree of freedom. A point in mathematics has zero dimensions and allows no freedom of movement. A line permits movement in one direction, for example, up and down. A plane grants an additional degree of freedom, allowing one to move horizontally as well as vertically. A cube creates a third dimension, depth. A hypercube permits movement in a hypothetical fourth spatial dimension.

Applying this idea to organizations, we can see that hierarchies encourage vertical movement and discourage horizontal movement across departmental lines. If hierarchy represents one dimension and vertical freedom, cross-functional teams represent a second dimension and the horizontal freedom of employees to work across departmental boundaries. A third dimension or degree of organizational freedom, depth, arises when employees develop shared values and visionary leadership, when teams are linked across professions and disciplines in a strategic direction; and when natural hierarchies of merit replace artificial, fixed hierarchies selected from above. A fourth dimension, synergy, occurs when there is a strategic integration that allows diverse departmental functions to combine into a single whole that is greater than the sum of its parts, as in the following diagram.

#### Organizational Dimensions



Strategic integration produces organizational synergy by crossing the boundaries that divide people. These include *vertical* boundaries created by hierarchy, power and privilege; *horizontal* boundaries created by bureaucracy, turf wars, siloed departments, and isolated individuals; depth boundaries created by lack of shared values and ubiquitous, visionary leadership; *external* boundaries created by competitors, vendors, suppliers, customers, clients, and citizens; *internal* boundaries created by organizational cultures, resistance to change, competition over power and status, unresolved conflicts, and dysfunctional relationships; *spatial* boundaries created by static locations, centralized offices, and established domiciles; and *temporal* boundaries created by assumptions of a fixed past and a predetermined future, and bureaucratic inability to operate in the present. Each of these boundaries hinders employees from moving rapidly and freely within the organization based on need and opportunity.

### **Strategic Integration and Organizational Democracy**

Each of these five successive levels of organizational evolution, including strategic integration, involves a shift in the way decisions are made. The greater the degree of planning, complexity, and collaboration, the more organizations need to shift from autocracy and oligarchy to democracy. From this perspective, democracy is a superior means of making decisions in organizations, but like all democracy, it requires a surrender of power on the part of an elite. What is important is to recognize that

not only is democracy a way of integrating organizations strategically, it is an inevitable consequence of doing so.

Organizational hierarchies concentrate decision making in their top ranks, while most of the problems that require decisions are located in the lower ranks. As a result, not only are the decisions organizational leaders make frequently wrong, but employees in many organizations are required to surrender their right to participate in making decisions that directly impact their work lives, separating other forms of organization from the first principle of democracy, that governance requires the consent of the governed.

When managers make top-down strategic decisions without input from employees, democracy is diminished and hierarchy, bureaucracy and autocracy are enhanced. When abstract rules, policies and procedures are applied to people who are unable to participate in defining or enforcing them, democracy is discouraged and bureaucracy is stabilized.

Moreover, hierarchical, bureaucratic, and rule-driven managerial systems actively distort communications, increase distrust, and exacerbate chronic unresolved conflicts. They block the flow of meaning across their organizations, obstruct teamwork and collaboration, and undermine relationships that sensitively depend on awareness, authenticity, congruence and commitment. They pit managers against employees, block internal connections, generate frustration and result in the deterioration of quality, participation, morale and teamwork. They obstruct learning and encourage people to achieve

**“In the depths of your hopes and desires lies your silent knowledge of the beyond. And like seeds dreaming beneath the snow your heart dreams of spring. Trust the dreams, for in them is hidden the gate to eternity.”**

**–Kahlil Gibran**

only minimal levels of competency and commitment, or simply stagnate and wait to retire.

Democracy does not mean putting every decision to a majority vote, but rather that organizational effectiveness requires employees to collaborate and actively lead the organization, which suggests that inalienable rights of life, liberty and the pursuit of happiness deserve recognition not only in government, but in the workplace as well. This means acknowledging the value and importance of freedom of speech, assembly and religion, of due process of law and equal protection guarantees, even in private, non-governmental organizations. Ultimately, it means the right of the governed to govern themselves, as employees as well as citizens. As Abraham Lincoln wrote:

*As I would not be a slave, so I would not be a master. This expresses my idea of democracy. Whatever differs from this, to the extent of the difference, is no democracy.*

The relations of master and slave have not entirely disappeared, but are alive and unwell in the workplace, though in a far more civilized form. Yet they continue wherever hierarchy, bureaucracy and autocracy dominate the relationship between managers and employees. By waking either the slave or the master up to the truth of their human equality and collaborative potential, we undermine industrial slavery and make organizational democracy inevitable.

The same can be said of the importance of participation and collaborative leadership at work. Every increase in these areas creates an expanded sense of ownership and empowerment on the part of employees and a diminished sense that autocratic managerial elites are required to run organizations. It then becomes clear that democracy is fundamentally an act of ownership, whether over government or organizations, and that ownership builds responsibility and fuels learning, motivation, and improvement.

This battle has gone on for centuries. It first established, through the American Revolution, Civil War, World War I, and War in Vietnam, an extension of the franchise to property owners, slaves, women, and eighteen year olds, guaranteeing every adult citizen a right to elect *their* leaders and agree on the principles by which *they* will be governed. Only now are we beginning to recognize that there is an equal, commensurate

right on the part of employees in organizations to have a voice in selecting their leaders and agreeing on the principles by which they will be governed. While governments and workplace organizations differ in many important respects, none of them provide a sufficient rationale for upholding democratic principles in one location and not the other. We adhere to democracy not because it is convenient or efficient, but because it is a human right, and it is no less so during working hours and in workplaces than in the halls of government.

### **Seven Strategies for Organizational Transformation**

In *The End of Management and the Rise of Organizational Democracy*, Joan Goldsmith and I identified the following seven strategies for transforming organizational hierarchies, bureaucracies, and autocracies into collaborative, self-managing strategically integrated democratic organizations.

#### **Strategy 1: Shape a Context of Values, Ethics, and Integrity**

To support self-management, we require a context of values, ethics, and integrity that is explicit, shared, and embodied in real behaviors that reverberate throughout the organization. Values shape and direct work within the organization and establish its relationship with the outside world. Creating identity, behavior, and culture from a context of shared values and integrity provides a powerful driving force for innovation within the organization that affects each self-managing structure, system, strategy, process, and relationship and integrates them into a sustainable framework.

#### **Strategy 2: Form Living, Evolving Webs of Association**

Self-managing organizations are flexible and renewable. They constantly shift and evolve into shapes and structures that are highly responsive to environmental conditions, revealing changing problems and improved strategies for solving them. These structures spring from seeing organizations as living, evolving organisms and webs of association, in which individuals, partners, teams, networks, and alliances design their own roles, communications, systems, processes, and relationships. Each node of activity in a web of association manages itself and links with others in responding rapidly to ever-

changing conditions, problems, and opportunities. Webs of association constantly evolve in purpose, size, shape, structure, process, and direction. They are self-managing, self-directing, and self-referential and operate continually in a learning mode.

### **Strategy 3: Develop Ubiquitous, Linking Leadership**

A key to success in self-managing organizations is the ability of leaders to link individuals, teams, and webs of association, stimulate energy and commitment, solve problems, build supportive alliances, and learn from experience. Leaders help teams evolve, expand, develop, and stabilize. Organizational opportunities require the development of leadership skills ubiquitously, that is, throughout the organization: character skills that build integrity, relational skills that form interconnections between people, mediation skills that turn conflicts into opportunities, wisdom skills that increase understanding, elicitive skills that motivate people to act, and action skills that marshal forces to achieve results. Leaders in democratic organizations are selected not just by upper management, but by employees as well, together with clients, customers, and shareholders.

### **Strategy 4: Build Innovative Self-Managing Teams**

At the heart of webs of association are small, flexible, self-managing teams of widely varying sizes, functions, purposes, forms, and life cycles. Teams are responsible for defining and achieving goals, solving problems, and seizing opportunities. The best teams are self-selecting, self-directing, self-managing, and self-sustaining. Their processes include hiring and firing fellow team members, electing leaders, defining roles and tasks, and redesigning organizational parameters from scratch. Networks of teams link up with each other through leadership, information systems, and collaborative processes, which permeate boundaries to build mutual support.

### **Strategy 5: Implement Streamlined, Open, Collaborative Processes**

A rich variety of collaborative group processes are used to support shared values, build teams and webs of association, and develop ubiquitous, linking leadership in a diverse organizational environment. Customer partner-

ships are streamlined, individual and team responsibility are promoted, and countless organizational processes are reworked. Communications, meetings, negotiations, and decision-making are redesigned to encourage diversity, collaboration, self-management, and democracy. While unimportant decisions can be announced, consulted on, or delegated and others have to be voted on, the most important require consensus or unanimity. An essential element in self-management is recognizing which decision-making approach to use for what purpose and how to design processes that encourage collaborative relationships.

### **Strategy 6: Create Complex, Self-Correcting Systems**

Systems for self-correction and self-improvement encourage employees and organizations to learn and continue increasing their capacities. The more complex and multidimensional the organizational tasks and relationships are, the more complex and multidimensional the self-correcting systems needed to keep them on course. These systems include feedback and evaluation, motivation and rewards, discipline and correction, negotiation and conflict resolution, and methods for creating learning organizations or professional communities. Using these devices and techniques, collaborative, self-managing, self-correcting organizations can quickly turn mistakes, problems, conflicts, glitches, and errors into opportunities for improvement.

### **Strategy 7: Integrate Strategically, and Change the Way We Change**

As organizations implement these strategies, each is simultaneously integrated into a single unified whole, and the methods and change processes used to bring them into existence are transformed. It is not possible to eliminate hierarchy using hierarchical change processes. Democratic changes create multiple opportunities for strategic integration, which adds a new, third dimension of organizational freedom, based on depth. Changing the way we change means turning employees into self-conscious change agents, or organizational revolutionaries.

### **Implementing Strategic Integration**

For democracy to overcome these obstacles and fully develop in the workplace, it is necessary to bring all these

separate and distinct processes and techniques, and the cultures, structures and systems that support them, into a single, cohesive, strategically integrated democratic whole. Integration connects diversity with the unity that always underlies it, drawing people together across organizational lines.

Fundamentally, the role of *leaders* in an organizational democracy is to expand the number of degrees of organizational freedom and orchestrate these elements to create learning relationships that link people across artificial boundaries. Organizational separations and divisions that are not integrated produce role confusions, feelings of irresponsibility, misunderstandings, stereotypes, conflicts, and internal dissension, which can be used to justify and rationalize bureaucratic divisions and hierarchical control. Every organizational division is simply a different way of understanding, processing and solving common problems. The task of democratic leaders is to reveal the whole to each of its parts and integrate the concerns of all into a single synergistic, strategically integrated whole.

Collaboration, democracy, and self-management are prerequisites for evolution to higher levels of organizational development based on synergy, community, and strategic integration. Through these processes, it becomes possible to build creative, motivated, high-performance, self-managing teams that harmonize and orchestrate a wide range of organizational skills, strategies, systems, processes, and relationships to produce synergistic results.

Creating fully democratic, collaborative, self-managing organizations requires more than fragmented, step-by-step, tactical reforms. It requires integrated, holistic, strategic transformations that increase diversity, complexity, synergy, and interconnectedness and challenge everyone to operate at their highest levels of effectiveness. In the process, employees need to become owners of the organizations they are changing and of the process by which they are changed.

Hierarchical organizational systems tend to become

insular and defensive, walling themselves off from internal and external criticisms in order to preserve the status quo in power and financial rewards, and promote an image of success and self-confidence. Yet in the process, they also wall themselves off from customers, clients, citizens, employees, external competitors, internal departments, government regulators, other professions, and disciplines. Democratic organizations need to dismantle these walls and integrate an increasing variety of strategic, resource, and relational possibilities.

Strategic integrated organizations therefore reduce internal boundaries. They encourage employees to work freely across traditional organizational separations, link isolated departments, and cascade changes in one area to produce changes in others. They support employees in eliminating external boundaries and linking directly with customers, community, environment, and society; producing goods and services that meet human needs; and developing shared values to guide the organization.

This added dimension of organizational freedom also transforms the way they change by making the entire process more strategic and integrated, and therefore more collaborative, democratic, and self-managing. The freedom permitted by

organizational depth turns every employee into a leader in some important area, and the change process into an exercise in democracy.

Beyond this lie synergy, innovation, and community, which uniquely require collaboration, democracy, and self-management, as integration allows them to cut across traditional organizational lines. For example, the strategic integration of technology, finance, and management skills can rapidly transform organizational functions, roles, and partnerships, and the context in which they arise. It can create value by offering new ways of doing business and allowing diverse departments, divisions, and business functions to understand each other better and collaborate more effectively. It can build rich information infrastructures, leading to

**“By believing passionately in something that still does not exist, we create it. The non-existent is whatever we have not sufficiently desired.”**

—Nikos Kazantzakis

greater organizational flexibility and responsiveness, production planning, data for performance assessment, opportunities for internal partnerships, and recognition of the human side of technological change. It can create entirely new products and services and dramatically increase customer satisfaction. It can give employees instantaneous access to critical organizational data, allow them to communicate with everyone in the organization, and change their personal information and benefit allocations on-line. And in doing these things, it can dramatically reduce chronic conflicts.

In my view, the most important insight media-

tion offers to organizations is the idea that conflicts are immense sources of learning and improvement. Every conflict represents something that is not working for someone, and if we can stop these conflicts from continuing and not just settle them, but resolve the underlying issues that created them at their deepest chronic and systemic levels, we will learn how to prevent them from re-occurring and evolve to higher orders of conflict and resolution, creating new organizational forms and functions in the process. May these ideas help you discover how to learn from your conflicts and use them to improve, evolve, and grow. ■



**Kenneth Cloke**, a Mobius Senior Expert, is Director of the Center for Dispute Resolution and a mediator, arbitrator, attorney, coach, consultant, and trainer, specializing in communication, negotiation, and resolving complex multi-party disputes, including marital, divorce, family, community, grievance and workplace disputes, collective bargaining negotiations, organizational and school conflicts, sexual harassment, discrimination, and public policy disputes; and designing preventative conflict resolution systems.

He is a nationally recognized speaker and author of *Mediation: Revenge and the Magic of Forgiveness*; *Mediating Dangerously: The Frontiers of Conflict Resolution*; *The Crossroads of Conflict: A Journey into the Heart of Dispute Resolution*; *Conflict Revolution: Mediating Evil, War, Injustice, and Terrorism*; and *The Dance of Opposites: Explorations in Mediation, Dialogue and Conflict Resolution Systems Design*. He is co-author with Joan Goldsmith of *Thank God It's Monday! 14 Values We Need to Humanize the Way We Work*; *Resolving Personal and Organizational Conflict*; *The End of Management and the Rise of Organizational Democracy*; *The Art of Waking People Up: Cultivating Awareness and Authenticity at Work*; and *Resolving Conflicts At Work: Ten Strategies For Everyone On The Job* (1<sup>st</sup>-3<sup>rd</sup> Ed.s).

His coaching, consulting, facilitation, and training practice includes work with leaders of public, private and non-profit organizations on effective communications, dialogue, collaborative negotiation, relationship and team building, conflict resolution, leadership development, strategic planning, designing systems, and organizational change.

His university teaching includes mediation, law, history, political science, conflict studies, urban studies, and other social sciences at a number of colleges and universities including Southwestern University School of Law, Antioch University, Occidental College, USC and UCLA. He is or has recently been an Adjunct Professor at Pepperdine University School of Law; Southern Methodist University; Global Negotiation Insight Institute at Harvard Law School and Omega Institute; Albert Einstein College of Medicine, Cape Cod Institute; University of Amsterdam ADR Institute; Saybrook University; Massey University (New Zealand). He has done conflict resolution work in Austria, Bahamas, Brazil, Canada, China, Cuba, Denmark, England, Georgia, Greece, India, Ireland, Japan, Mexico, Netherlands, New Zealand, Nicaragua, Pakistan, Puerto Rico, Scotland, Slovenia, Thailand, Turkey, Ukraine, USSR, and Zimbabwe. He is founder and first President of Mediators Beyond Borders.

He served as an Administrative Law Judge for the California Agricultural Labor Relations Board and the Public Employment Relations Board, a Factfinder for the Public Employment Relations Board, and a Judge Pro Tem for the Superior Court of Los Angeles. He has been an Arbitrator and Mediator for over thirty three years in labor management disputes, and is a member of a number of arbitration panels.

He received his B.A. from the University of California, Berkeley; J.D. from U.C. Berkeley's Boalt Law School; Ph.D. from U.C.L.A.; LL.M. from U.C.L.A. Law School; and did post-doctoral work at Yale University School of Law. He is a graduate of the National Judicial College and has taken graduate level courses in a variety of subjects.

# The Opportunity Model of Change<sup>®</sup>

## A Revolutionary Five-Step Brain-Based Process To Navigate Organizational Chaos

by Srini Pillay, M.D., CEO: NeuroBusiness Group, Mobius Senior Expert

### Background

In the current environment of rapid and constant organizational change, leaders need to be armed with insights, competencies and practices that help them navigate and leverage chaos effectively. How can leaders manage constant threats inherent in change? Moreover, how can they leverage these threats into opportunities that impact their own competencies and strategic decision-making? Is there a way for leaders to tap into their brains to access innate capabilities that may at first be blocked by change?

Studies show that effective leaders need to know how to detach from the mindset of older strategies to embrace newer mindsets more conducive to success during organizational change<sup>2</sup>. This process of detachment does not always occur automatically even in good leaders, because the brain “hunkers down” when change occurs. In fact the brain often works against these mindset shifts despite our best intentions.

Why does the brain object to this shift and how can leaders learn to tap into their brains to overcome the obstacles that the brain sets up when threatened by change? In this article, I will describe one of several approaches that NBG has developed to help leaders increase their mental shift competency in themselves and their teams. This approach, called “the opportunity model of change” is based on innate capabilities of the brain that may not be accessed automatically when change occurs. When leaders understand these capabilities better, they will be able to activate major brain hubs that result in optimal adaptation to change.

### The Brain and Change

Although the human brain is designed to change 3, 4, change itself is challenging to most of us. Switching between the old way of doing things (e.g. focus on R&D) to a new way of doing things (e.g. focus on production and sales) sets up a competition in the brain between older, more familiar ways of doing things and newer, potentially more lucrative ways of functioning that require greater brain effort to shift and change 5.

Change causes a tug of war between the old and new in the brain

The brain has been conditioned to work in the old strategy, and this “habit circuit” usually serves business

leaders as it makes work more automatic, efficient and easy to track. However, when a new initiative comes along, shifting out of this older brain circuit can be a significant challenge as it requires new learning. The brain has to get out of its “comfy couch” and convincing the brain to do this can be quite arduous. Initiating brain change effectively and deeply enough sometimes requires more

than “just do it.” For example, telling a cautious leader to speed up time to market may be asking too much of them to move out of their comfort zone, so they may rationalize why they need to follow their old ways and hold onto them.

### Why the Brain Holds On To The Old Way of Doing Things

Why do we have a hard time letting go of old habits? Take for example the situation where a leader becomes con-



vinced that “cold calling” is dead, and asks the sales force not to do this. They are asked instead to use social media or more modern forms of relationship development. They may hear him/her, but when left to their own devices, their brains may go back to what they know and they continue to “cold call” because this is simply what they have been used to. Why are old circuits so persistent?

Habits are formed in the brain through a process known as long-term potentiation (LTP) 6. In LTP, habit circuits become more dominant because one or both of two things is/are happening: either more neurotransmitter is released from the arriving cell at junctions between brain cells called synapses, or the receptors at the departing cell become more sensitive to neurotransmitter as habits repeat themselves. This gives power to the circuit, as it becomes the circuit of choice when we have to make decisions. The diagram below illustrates this.

### One mechanism for how habit circuits are different in the brain

When habit circuits form, several psychological advantages arise.

- For one, the situation becomes “known” and familiar and therefore not intimidating.
- Secondly, we develop wisdom and mastery from this repeated practice.
- Thirdly, we feel like we are in control, because we know what is going on.
- Fourthly, we enjoy the feeling of automatic work as we can do things with our eyes closed.
- And last but not least, the situation is predictable.

It stands to reason then, that this “stable” psychological state is highly preferred by the brain. Why should

the brain give up its psychological advantages of working with the known, with wisdom, control, automaticity and predictability? How then do you overcome the brain resistance to change?

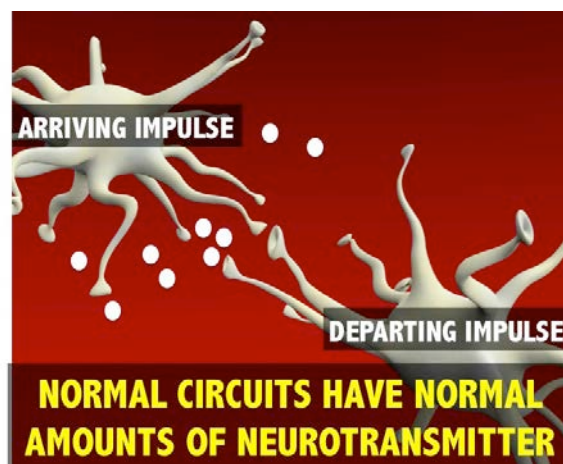
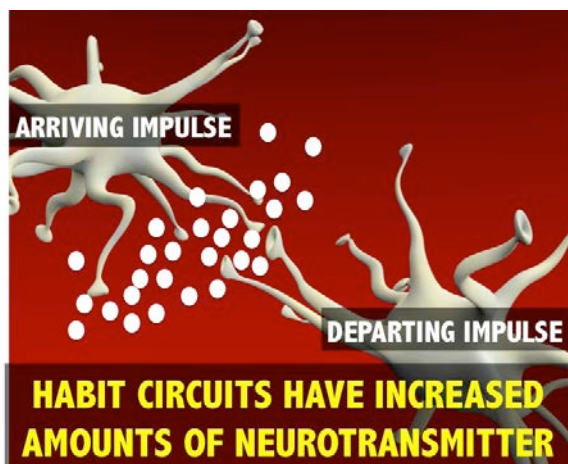
### The Business of Brain Change

Brain change itself is a business. The brain has to “pay a price” to give up its habits, especially during times of change when it turns to its habits for comfort and other psychological advantages. In fact at times of change, the brain will want to hold onto its habit advantages even more. Change causes stress, and stress activates habit circuits in the brain even more 7. What is the price you pay for change? And how do you prepare the brain for what it has to pay?

In terms of the psychological advantages above, leaders have to find a way to convince their brains to pay the price of giving up their familiarity, wisdom, control, automaticity or mastery and predictability. For example, the CEO of an established and successful publishing company may need to develop a self-publishing arm to compete effectively in the market...or a drug company may need to develop a generics arm to compete with pure generics companies... or an expert consulting company may need to adopt more contemporary teaching methods to keep up with the expectations of adult learners. But why would any of these established or expert CEOs or companies want to change, and what could you possibly do to convince their brains to give up the comfort of old habits?

### Switch Cost: The Price of Brain Change

The price you pay for change is called switch cost.<sup>8</sup> Research teaches us that one way to convince the brain to



pay the switch cost is to overtly prepare it for the new action or attentional demands away from the old toward the new. For example, you may help the brain focus on the self-publishing market, generics or modern learning tools and emphasize why these new approaches are worth the investment.

This requires finding ways to activate the brain's attentional circuit—a major part of which is the fronto-parietal cortex—to pay preferential attention to the new choice. The more we can find ways to focus on the new alternatives, the more the brain will “rationalize” why the new alternative is so much better than the older one. This is called spreading of alternatives.<sup>9</sup> It helps the brain justify the new choice.

However, simply telling the brain that giving up these comforts will be worthwhile may not be convincing enough for the brain. Instead, we have found that in the current economic environment, leaders require a more authentic way to convince the brain to pay attention to the new alternatives during times of change. This requires a mindset shift from a more rigid and restrictive mindset to one of greater flow and abundance. This mindset shift is something we call “the opportunity model” of mindset shifts at times of change.

### The Five-Step Opportunity Model of Change

In the opportunity model of change, leaders reflect more deeply on the dualistic nature of any adverse experience, and come to see the other ways in which these experiences could be viewed. Successful leaders know that every adverse experience comes with an opportunity,

and leader resilience relies on this capacity to see how fear blinds us to the opportunities in change.

Why does fear blind us to the opportunities in change? When there is uncertainty, the brain biases our perceptions by making us expect that bad things will happen. In one study, 75% of people in an uncertain group “mispredicted” when bad things would happen because uncertainty activates brain regions that cause anxiety and feelings of emotional adversity<sup>10</sup>. In fact, the brain will stay in this anxious and aversive state unless one says something

proactively to take it out of this level of anxiety or to see the opportunity in the change<sup>11</sup>.

There are several hidden opportunities in each dimension of change summarized in the table below. Leaders should examine where they need the greatest development opportunity. NBG has a 360 tool to assess change readiness although usually, thinking deeply about each of these factors can help.

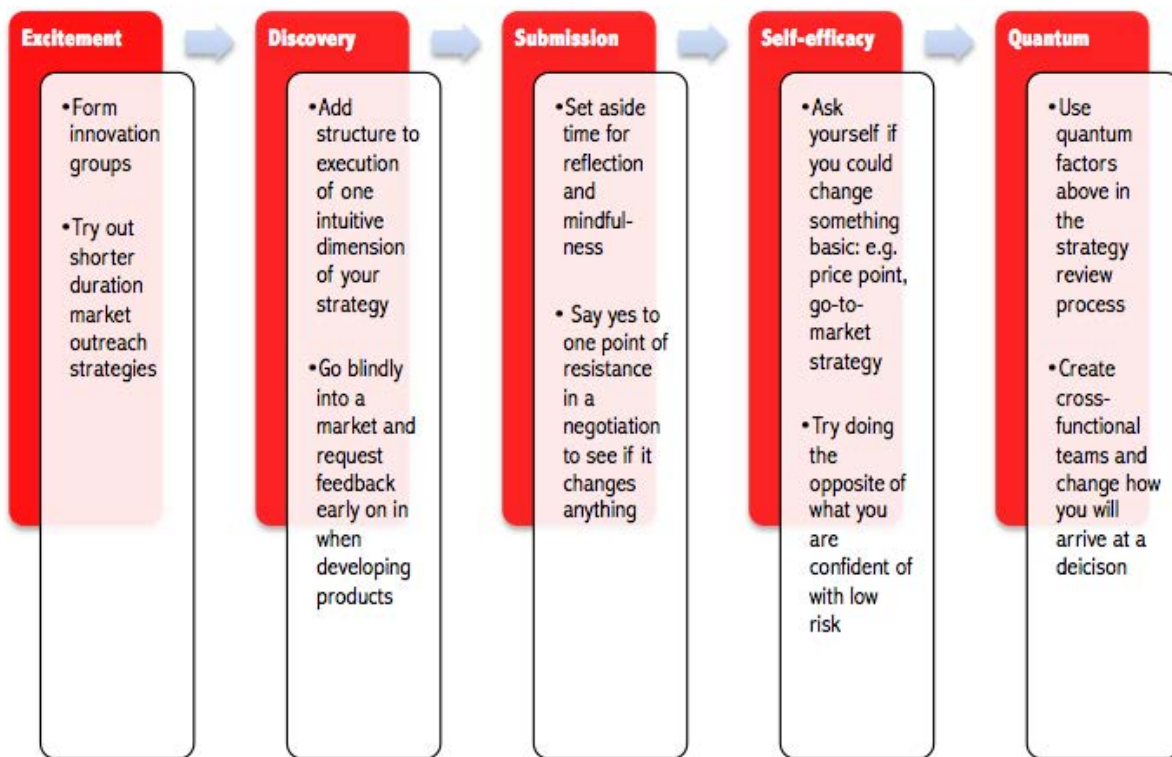
The ability to see the change opportunities is one that can be developed in leaders by helping them focus on the paradoxical nature of change. The following brief descriptions describe the core features of a workshop that we have delivered in which leaders were able to reflect on, identify and then prepare new actions based on the opportunities in change.

**Excitement:** Although it is frightening to give up the known, meeting chaos with excitement is another viable option. As adults, we forget that excitement is something we used to be able to enjoy. Simple games like “hide-and-seek” created such joy in the excitement of



Change Adversity	Change Opportunity
Lack of familiarity	Excitement
Loss of wisdom and mastery	Discovery
Loss of control	Submission
Loss of automaticity and efficiency	Revisiting self-efficacy
Loss of predictability	Quantum possibilities

TABLE CONTRASTING THE OPPORTUNITIES INHERENT IN THE APPARENT ADVERSITY OF CHANGE



LEADERSHIP PROCESSES RELATED TO THE OPPORTUNITY MODEL

the unknown when we were children. But as adults, we have lost a tolerance for this game in having to bear the tension of not knowing.

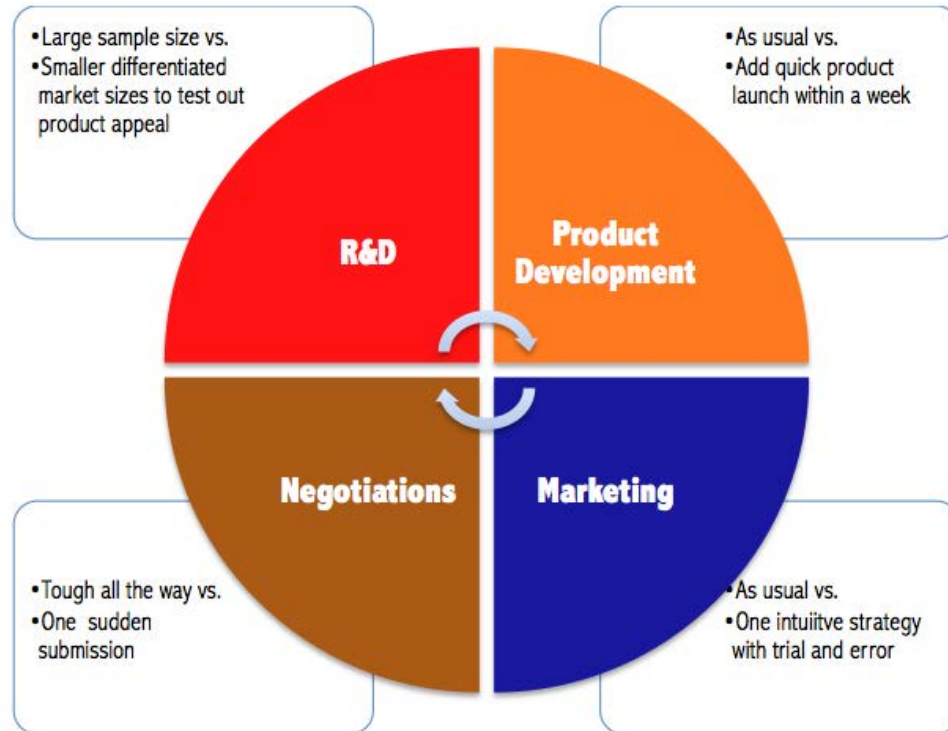
Also, the converse of familiarity is monotony. Although safe, monotony can also cause mental fatigue<sup>12</sup>. The antidote to this is novelty and excitement, where leaders can develop an attitude of excitement about the change. To what extent have you considered the excitement in the unknown, and to what extent do you allow this to motivate you and your team? Novelty can also help team members and leaders become more focused and less prone to everyday distractors in life since novelty and excitement increase engagement of the brain<sup>13</sup>.

**Discovery:** Although “knowing” is valuable, discovery is an alternate mindset that can be accessed as a way of being sensitive to changing market demands. Most valuable things in the world have been discovered. “Not knowing” is a pre-requisite of discovery. If we are “wise” all the time, we may become complacent. In fact, the brain is wired quite remarkably for intelligent discovery. In animals, we have demonstrated that the brain has “look-ahead probes”<sup>14</sup>, and in humans, instance-based learning theory teaches us that we are wired to learn

from our discoveries themselves<sup>15</sup>. All that this takes is the ability to proceed with caution but notice the surroundings with curiosity and not clenched teeth. This is the mentality of a detective or Christopher Columbus.

**Submission:** Although at first glance, the idea of leading with submission may seem unappealing, the opportunities in giving up control are multifold. Who would want to submit? Yet, submission in faith for example, allows people to let go of fears of mortality to access this energy for other things. In addition, humans find much relief in submission in sexuality when it occurs in a safe space or when boundaries are containing. Letting go of control can help leaders become more creative.<sup>16, 17</sup> In this flow state, leaders may discover enhanced strategic speed. Finding and defining the safe space is up to the leader.

**Self-efficacy:** When you do things automatically, you may lose a sense of agency.<sup>18</sup> The brain relies on both conscious and unconscious processes for a sense of agency.<sup>19</sup> Thus it may be helpful to emphasize deliberate and conscious self-initiated processes so that leaders can feel a sense of ownership. Going back to the “who am I” question can be grounding. In addition, revisiting the “Why am I doing this?” question can be orienting as well.



#### SAMPLE BUSINESS PROCESS THAT LEVERAGES THE BRAIN'S CAPACITY FOR UNCERTAINTY

**Quantum possibilities:** Leaders who seriously restrict themselves to the predictable may miss out on their own unconscious intelligence. In fact leading cognitive theorists now believe that decision-making is a quantum process.<sup>20</sup> Some would even argue that uncertainty is a breeding ground for quantum effects on thinking.<sup>21</sup> This means that without uncertainty, we cannot access exponential or quantum success in dimensions such as strategic speed. Quantum probability (QP) theory emphasizes order (e.g. speed to market), context (e.g. competition), superimposition states (other priorities), and nonlinear dynamic effects (e.g. team dynamics),<sup>22</sup> all of which may factor overtly in decision-making. In contrast, linear decision-making may focus on only one or two of these variables. For example, if a company decides to increase speed to market of its soft drinks, this needs to also take other factors into account such as whether the team can achieve this, and whether this makes sense if the major competition is in the healthy food space. Also, losing one's self in this contemplation of complex interactions leads to a more accurate and comprehensive decision-making process.

Overall, each of these opportunities co-exists with

the adversity of change, but they are completely absent to a brain that is captured by uncertainty and fear during times of change. Consciously examining each opportunity and negotiating the tensions between the adversity and opportunity is a new mindset shift that can significantly move leaders and also impact how their decision-making.

#### Application of the Opportunity Model of Change

While an experiential workshop can be very helpful for leaders who have the chance to connect with these opportunities for a mindset change, having a practical method to apply these techniques at times of change can also be very helpful. Although the details of this application are beyond the scope of this paper, the figure below illustrates how leaders and their teams can apply these principles of brain science in developing and executing strategies.

Based on these examples, leaders may incorporate these actions into organizational processes as well. Leaders simply ask: how would it change my actions if I recognized the opportunities contained in each of my adversities? Also, leaders could incorporate these principles in culture change by sending out a questionnaire to heighten con-

scious awareness of these dimensions during change. The brief list below describes some of these questions:

## The Conscious Opportunity Challenge

1. **What is exciting about your job?**
2. **What might you discover at this time of change about your job?**
3. **What is beyond your control at this point?**
4. **What can you do that is new or different from the usual?**
5. **What do you wish was possible that you simply cannot see right now?**

Also, the excerpt of the product lifecycle below shows leaders how they can apply these principles to their own strategies.

## Conclusion

Leaders often respond to change by freezing and anchoring themselves, yet the brain is wired to deal with change in specific ways. By understanding the positive opportunities that exist within the adversity of change, we can remove the blinkers that uncertainty places on us. Each of the change processes in the opportunity model can be translated into a leadership capacity and organizational process that is a testable model for business success at times of change and uncertainty.

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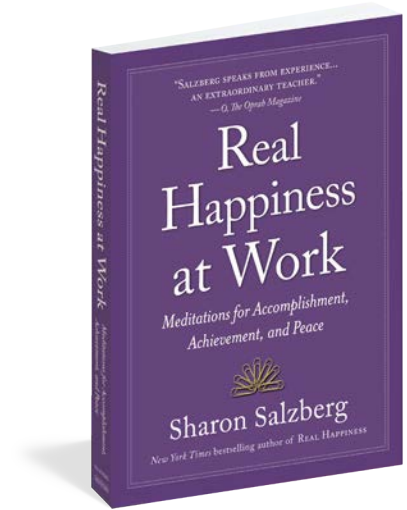


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# Multitasking

by Sharon Salzberg, Mobius Transformational Faculty

**“Strung out by information overload, however, many of us are becoming habituated and addicted to distraction.”**



We would like to believe that attention is infinite, but it isn't. That is why multitasking is a misnomer. The brain can focus only on one thing at a time. We take in information sequentially. When we attempt to focus on multiple tasks simultaneously, what actually happens is that we switch back and forth between tasks, paying less attention to both. This does not mean that we can't walk and chew gum at the same time, of course. What we cannot do is concentrate in the same moment on two distinct, input-rich activities that require our attention. While we may be able to talk on the phone and stir coffee simultaneously, we can't carry on a conversation and text at the same time without losing information and time. Studies show that when people are interrupted and have to switch their attention back and forth, they take—on average—50 percent longer to accomplish the task and make up to 50 percent more errors. That's because each time you switch tasks, your brain has to run through a complex process to disengage the neurons involved in one task and activate the neurons needed for the other. The more you switch back and forth, the more time you waste and the lower your quality of work.

Strung out by information overload, however, many of us are becoming habituated and addicted to distraction. “Successful” multitasking has been shown to activate the reward circuit in the brain by increasing

dopamine levels—the brain chemical responsible for feelings of happiness. The danger of this is that the dopamine rush feels so good that we don't notice we're making more mistakes. This is comparable to the rush you might feel while playing the slot machines in a casino. Stimulated and entertained by the flashing lights, the ringing bells, and the distracting, carnival-like atmosphere, gamblers go into a pleasure trance, addicted to the illusion of winning money when, in fact, they're going broke. It's important to be aware of how multitasking can stimulate us into mindlessness, giving the illusion of productivity while stealing our focus and harming performance. “When you are walking, walk. When you are sitting, sit,” is ancient wisdom. Hopping rapidly from one thing to the next, answering the phone while we're shuffling papers while we're sipping a latte, we fritter away our attention and forget more easily. In addition to dopamine, multitasking prompts the release of adrenaline and other stress hormones, which contribute to short-term memory loss as well as long-term health problems. This also means that the information we take in while multitasking is harder to retrieve later than information we take in while concentrating. That is why learning to be a unitasker in a multitasking world is so vital.

Rather than divide our attention, it is far more effective to take frequent breaks between intervals

of sustained, one-pointed attention. A Web designer named Brian figured this out for himself with no knowledge of neuroscience. “I work for a community news site and have to be online from nine to five,” Brian says. “It can really fry the brain and get tedious. I’ve found that if I take ten minutes or so for every hour of work to do something for myself, like read somebody’s blog or take a walk, it helps me concentrate when I turn back to my duties.” Although this may sound difficult, Brian’s increased focus enables him to return to the task at hand with surprising ease. “Instead of hopping from thing to thing—which is so tempting with the Internet—I focus on what’s in front of me. Then I let myself dillydally to give my brain a rest. When it comes to work, less is definitely more in terms of feeling satisfied. And efficient.” While this may sound counter-intuitive, relaxing our focus for regular intervals and pacing our sustained concentration sharpens attention and renders the mind more flexible.

Debunking the myth of multitasking, we become much better at what we do and increase the chance of being able to remember the details of work we have done in the past. ■



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# The Role of Source in Organizations

By Nadjeschda Taranczewski, Mobius Transformational Faculty and Executive Coach

## Source

1. any thing or place from which something comes, arises, or is obtained.
2. the beginning or place of origin of a stream or river.
3. a book, statement, person, etc., supplying information.

**A**ny enterprise, project or event always goes back to a single source; the person who gave the spark of life to an idea and had a compelling vision that wanted to be realized.

In instances where one might feel that “we” had the idea together, closer investigation of the path of creation will always lead back to one particular person. This person who has the role of source has an energetic connection to the endeavour quite unlike any other member of the organization or team. The source has an intuitive knowing about what the next steps are and will have strong reactions, sometimes viscerally, if these insights are not honoured. For the source, the “Gestalt” of the idea can be sensed, even if others can at times have more accurate language to describe it. The effects of the importance of source can be observed, whether or not the source is acknowledged – if only in the power struggles that emerge when the true source of an initiative is not acknowledged. The recognition of source will lead to an ease of flow in processes and decrease the potential for conflict.

## The Field and The Source

If an idea, a project or an organization were an individual we could attempt to trace back how this being first came into existence. At the beginning of the individual’s life, there was the act of creation. Just as a child has a mother and a father, ideas do as well. Let’s assume there is a field or a dimension in which all ideas and all creations exist; the field of limitless potential. This field as the masculine or “father” connects with a

carrier, the feminine or the “mother” who brings life into existence as the “source”. As with carrying a child, a person having “received” an idea that came from the field of limitless potential may indeed feel as if he or she is “going pregnant” with the idea for a while prior to its birth.

Even after the “baby” (i.e. the idea or project) is born, its connection to the field and the source is very strong. The field and the source are the genetic “parents” of this baby and regardless of who will help to raise the child to be an independent person – the biological parents will always have a special importance.

For the success of the child in life, it seems to be vital that this primary connection is recognized and honoured, even if other people bear a bulk of the childrearing work and even if another parent adopts the child. Likewise, the connection of the source to the project or idea will remain, even if others take it upon themselves to realize the sources’ vision.

## The Role of Helpers

The role of others as supporters and helpers for the success of a project envisioned by the source is paramount. As in the metaphor of the child, a single parent would never be able to do as good a job raising the child as a whole community could. As they say: It takes a village...

The bigger the original vision the source brings into existence, the more likely the source relies on others for realization of this vision. The helpers can take on all kinds of different roles; from translating the idea into concepts or tasks, to taking on roles as “sub-sources” with full responsibility for a sub-project that feeds into the larger source.

The more connected the helpers feel energetically to the idea/vision and the more they are able to honour the special role of the source, the more momentum the endeavour will gather.



Each helper can form his or her special connection to the project and become a central figure in the growth process – but the source as the point of origin must be recognized. If anyone unrightfully claims ownership of the idea, the balance in the system is disturbed and will suffer a multitude of consequences.

### **The Source of Organizations**

Every organization has a point of origin, the moment when

the idea was conceived and someone gave shape to what was previously shapeless. This idea of source in organizations is especially observable in family owned businesses. However, it is important to note that identifying the source may not always be as obvious as it might appear at first sight. Often, the founding of the company is attributed to one person (for example the patriarch), but the driving force behind the endeavour is in fact someone else (for example the matriarch of the family). It is therefore essential to examine closely who was the original life force behind the organization before drawing premature conclusions about the source.

The role of source can be inherited or passed on from one person to another. The passing on of the source is not a legal but an energetic act. Even if due diligence has been done to ensure that all the right contracts are in place, the source can remain with the original founder and the transmission has not occurred. If this is the case, the new leader/ CEO, and subsequently the organization, will be weakened. Succession can only occur if the person passing it over and the person receiving it are conscious and open to the process. Without full transmission of the source, a struggle for dominance and recognition ensues.

A few of the tell-tale signs for the source not having been transferred (or not transferred fully) can be that a newly appointed leader

- feels disconnected from the business,
- is unsure about next steps, has no vision,
- cannot feel what his or her place or purpose in the endeavour is,
- has no execution even though has all the legal power,
- experiences power struggles with other people in the organization,
- is not accepted by others in the organization as the new leader.

It is important to consider that only one person can fulfil the role of source. The ownership structure of an organization or the distribution of profits are not tied to being source, but the final say about strategic decisions is.

In family run businesses, it is not unusual that the passing of the source skips one generation. If the source remained with a grandparent that has already passed, the transfer might be accomplished through a personal ritual of initiation that honours the vision and importance of the source, before the new CEO steps fully into his or her new responsibility as the new source of the organization. If the person fulfilling the role of source is still alive, this is a ritual that can and should be conducted in person.

### The Role of Source in Leadership

In any organization, there are numerous sources for numerous projects, the more complex the organization, the more sources there are. The importance of accepting that the source will “sense” more strongly than anyone else involved what has to be done should not be underestimated. If the leader is the source, this is often more readily accepted than if another employee is the source for a particular thought or project. Regardless of the position of the source in the hierarchy, the source needs to be recognized in order to function as the channel through which information flows from the field of potential into the organization. A lack of recognition of source is often felt by members of the system and experienced as unfair, unjust or out of integrity. If leadership does not correct the injustice, trust in the leaders and or the organization as a whole is diminished. Acceptance of source creates harmony and trust.

Non-recognition of source often results either in a dictatorial approach to running the company (“I am the new boss now and you will do as I say!”) or in a spineless egalitarianism (“We are really all the same and we all have equal say!”). The first leads to organizations with a high number of sick days and a work morale weakened by fear whereas the latter leads to inefficiency and a culture that values comradeship over performance. Both will bleed the organization of talent since intelligent and self-responsible individuals will neither choose to work for an organization in which submission to an authoritarian leader is required, nor an organization in which every process is stalled because no one ever feels empowered to take a decision.

### The Power of Love

The power of Source is grounded in a kind of “Gelassenheit”, a form of “serenity or stillness in listening” which allows Source to serve Life or the nature of Being itself. The movement of Source is a movement of power or actualization in the world, but this is fragile. It is all too easy for that Source to become disconnected from the deep listening that gave rise to insight in the first instance and sustains it going forward; at which point it morphs from intrinsic power or authority into transmuted forms of extrinsic control. That attempt to control - to own rather than to steward - leads to what we ordinarily consider power struggles and a failure engage in Gelassenheit by both Source and Helpers. The reactivity in Source is in-

dicative of this move to extrinsic control and bespeaks a completed move away from the natural authority that grows from the connected work of Gelassenheit.

This abdication is fundamentally a failure of connection. It is in this dance of Power (the move to actualization) and Love (the move to connection) around the point of stillness that health can be found. Martin Luther King speaks to this so well in his famous quote: “Power without love is reckless and abusive, and love without power is sentimental and anaemic. Power at its best is love implementing the demands of justice, and justice at its best is power correcting everything that stands against love.”

So long as Source (power) is in service of Help (love) it is truly empowered and things are likely to work out reasonably well. As soon as they part ways, suffering begins in earnest. The key is for both Source and Help to listen with an open will to the field in which they both exist. ■

*This article was written by Nadjeschda Taranczewski and is based on the ideas of Peter Koenig who has researched the role of “source” in organizations for many years. Matthew Wesley kindly added the last and beautiful paragraph on the power of love.*



Nadjeschda has her master in psychology and has worked as an executive coach since 2001 and holds a Master Certified Coach (MCC) credential by the International Coach Federation with more than 3200 documented coaching hours. She has coached leaders from multiple industries, including finance, IT, oil & chemicals, aviation as well as the public sector. She is a skilled facilitator of group processes, a challenging team coach and is passionate about individual coaching of decision drivers in organizations. Nadjeschda is one of 11 European coaches licensed by McKinsey & Company as a facilitator of transformation and is faculty at one of McKinsey’s partner learning programmes. In her work she enjoys combining her talent for structure, her light hand in synthesizing complex information and her creativity to design processes that guide teams and large groups from awareness to choice, ownership and commitment.

Nadjeschda studied Art and Psychology in Germany, the UK and the US. She is passionate about her family and friends and enjoys cooking as much as eating. She is a big film fan, is fascinated by hard Science Fiction, addicted to TEDtalks, and she adds adventure to her life by home exchanging with people from across the globe. She is currently working on her first book about consciousness development.

# Personal Mastery

## A Path to Transformative Leadership

By Giovanna D'Alessio, Mobius Alliance Partner

On Amazon February 2014

"... I am what I am, I cannot change." I have heard this phrase many times, especially from people who have had a great influence on me and played a role in my development. I have always refused to accept such a limiting belief. Yet I realize that the resistance to change in every human being, including myself, is so strong that often we are likely to remain in a cocoon of choices that are unexciting but risk-free, at least at first sight.

What happens when we take this direction, and choose to remain in a "safety zone", is that life seems to put in front of us situations and relationships whose twisted or unwanted mechanism repeats itself continuously – situation after situation, relationship after relationship. Did you ever think about the fact that the men (or women) we are drawn to and with whom we have relations are always incredibly similar, and the complications and motivations behind the split up are so predictable? And yet we fall for it time and time again?

Or has it ever happened that you had wanted to change jobs or company to escape a situation that was unhealthy for you (for example, a destructive relationship with your boss) and then find yourself in a new workplace facing similar problems?

In most cases we are not aware of this infernal closed-loop system, until something happens - an event, a feeling, a sudden realization - that makes us take a quantum leap in our awareness.

But the human being is able to evolve and make personal transformations that allow him to break the pattern and create the life and the circumstances he wants.

In the first thirty five years of my life, even though I felt annoyed by the fatalistic line "But I am what I am ..." (or even worse "What can you do? You are who you are...", which boxed me into the category of those who cannot change, and are destined to immobility), I

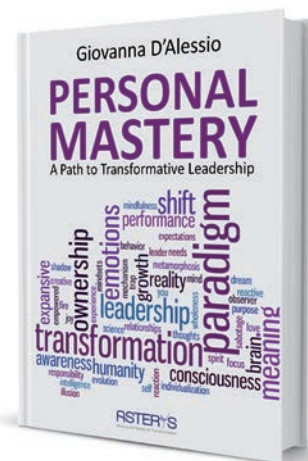
cannot say that I actively explored the domain of transformation and personal evolution.

I would never have faced a personal transformation journey like the one I subsequently accomplished (and that I continue every day) if the various branches of science had not made key strides in recent decades, and if there hadn't been the convergence and cross-pollination of different disciplines - from neuroscience to quantum mechanics, from emotional intelligence to transpersonal psychology, from biology to cardiology - that I've studied to expand my awareness. Finally, after years of limiting certainties, I started to know I didn't know.

So the skeptic in me began to consider other visions of reality without immediately discarding them as "New Age stuff". Perhaps what science is discovering today is throwing a bridge between the scientific and the spiritual world.

What is happening is that, in many ways, scientific discoveries in various fields seem to want to give us a new vision on how man and the world in which he lives work. Quantum mechanics, for example, in its scientific experiments shows that we have much more influence on our lives that we have been used to thinking, particularly in the Western world. The switch from "But I am who I am..." to "I'm the one deciding who I want to be..." is not that crazy, after all. Neuroscience begins to explore the "not-local" connection between human beings - as it happens, for example, in the phenomenon of distance connection - and to provide us with some explanation.

Epigenetics is opening our eyes to the possibility that the expression of the genetic inheritance of man can be the product of the interaction with the environment and that the changes made by it can be passed on to future generations.



*Personal Mastery. A Path to Transformative Leadership* is intended as a journey through the possibility of what these new findings may offer us human beings if we are able to understand their meaning, and also as a journey of self-discovery, of the immeasurable potential we possess, in order to gain a complete personal mastery and to fully express our leadership.

This is one of the purposes of this book: to provide you with some ideas to help you change your perception and look at yourself from a new level of consciousness.

### **The four S practice to be the creative cause of your life**

To develop personal mastery and be the creative cause of your life you need to train yourself to notice your role in all circumstances, especially in the ones troubling you. Each annoying event, every person who enrages you, every situation that scares you - and to which you react with the fight, flight or freeze modes - can become a teacher in your personal evolution.

In fact, whenever such things happen - in our fear-based model - we tend to react in an uncontrolled way, we submit to the automatic protection mechanism of the amygdala and completely lose our personal mastery. Events that another person would consider normal, we see through the filter of the memory of past situations that hurt us. The person who stands before us then becomes the one on whom we download all the frustration accumulated over the years of living with a wound that still feels fresh.

Normally, when we give way to the automatic reaction, we experience emotions such as frustration, anger, fear, resentment, jealousy, loss, irritation, resistance, loneliness, hurt and abandon, or we may feel helpless, lost, wounded. We lose control, we cannot think and snap with a behavior we then regret.

This mechanism takes hold of our lives. If we break it, if we block it from the very start, we have the opportunity to choose a creative response. The practice I suggest is what I have called the *Four S Practice*.

It is a process that you can activate whenever something or someone generates an upset, when you feel that you are about to activate the automatic reaction of the amygdala.

Let's look at the various steps of the Four S Practice, which will help us to achieve a transformation whenever

we see the opportunity. The Practice of the Four S's allows you to deactivate the amygdala hijack. If in fact we are subject to our automatic reactions, we cannot have the presence and focus we need to explore the possibility of responding to life events in different, creative and functional ways. Subsequently it helps us to understand which of our paradigms and behaviors are driven by a fear-based automatic protection process, which has nothing to do with the person or event that lies ahead, but with the fact that they trigger the memory of what has injured or frightened us in the past.

With practice, it will get increasingly easy for us to move into the position of the observer and live in the moment, not imprisoned in the fear of repeating the past, nor with the expectation of meeting our needs in the future, but using every disappointment, however large or small, as a chance to grow.

### **The four S's are four steps to follow:**

- 1. Stop the action**
- 2. Step back (get on the balcony)**
- 3. Spot the need**
- 4. Select the option**

Let's go deeper into each step.

#### **1. Stop the action**

The first thing to do – as soon as the emotions that lead us to a fight-flight-freeze reaction surface – is to defuse the mechanism of the amygdala. This gland, once activated, takes only six seconds to completely flood the body with chemical elements to prepare it to react. We have so little time to stop the process. We must quickly impose a stop. When I was a child and my grandmother saw me getting angry (perhaps yours did the same) she told me: "Calm down... Breathe."

Breathing is a powerful tool. One of the reasons is related to the fact that we can breathe only in the present, and this reduces the possibility of being trapped in the past (such as when we feel anger) or projected into the future (such as when we feel fear). Another reason is linked to the function that breathing has in our physiology. When we inhale we stimulate the sympathetic nervous system and when we exhale we stimulate the parasympathetic nervous system. The latter produces physiological reactions opposite to the sympathetic nervous system.



If you begin to breathe with your diaphragm and make sure that the exhalation is more prolonged than inhalation, you are in practice moving toward a more relaxed state. Furthermore, with diaphragmatic breathing (filling the abdomen instead of the chest) we take in more oxygen to the lungs and therefore also into the brain, and so the brain will work better.

## 2. Step on the balcony

Did you ever join a meeting where your contribution is expected and you become so angry that you remain silent and unable to defend your ideas? Or in an animated conversation you say something offensive that determines a separation (physical or psychological) from the other person?

When we allow the amygdala to “take possession” of us, our response mechanisms are automatic, as we have seen. And we lose an opportunity to be more effective and influence the event toward a positive resolution.

Or, indeed, our reaction sabotages our wishes and leaves us with a bitter taste in our mouth. With a sense of guilt, if we know we have hurt someone, or with a sense of regret for having been unable to act as we wished.

When I use the words “step on the balcony” I invite you to detach yourself from the situation and put yourself in the position of an observer. Imagine that your center of consciousness moves away from your body and goes up, to see things from a certain perspective.

The term “getting on the balcony” is used by Ron Heifetz, Professor at the Harvard Kennedy School of Management, to refer to the competence of reflective action which is common to successful and adaptive leaders. According to Heifetz, there is an important distinction between technical challenges, (requiring a previously established set of skills,) and adaptive challenges: those requiring a complete change in perspective, or paradigm, if they are to be successfully addressed.

Adaptive leaders manage to stay in the action and be on the balcony at the same time. It is easy to recognize this state of being on two levels when we look at certain champions of team sports such as basketball or football. Some of them seem to play as if they saw the whole strategy of the game, as if they were on the stands and on the field at the same time.

They are aware of the field, where their teammates are moving, and where the challengers are. Other less

talented players, seem unable to think of anything but their own next move. In this state they cannot see where, in a few seconds, an opening will appear.

Without the ability to get on the balcony to reflect on the action while you are taking it, we become slaves to our automatic reactions. Sure, you might say, I can always reflect later, after my reactions, and correct the consequences of my behavior. This strategy does not always work, particularly because some reactive behaviors cause wounds that do not disappear just because we apologize. Sometimes it is simply too late to recover from the damage caused when we act on auto-pilot (as the story in the next page teaches us). Also, if we do not learn to stand on the balcony while we are in the dance, we cannot change the course of events, because at any given moment, some stimulus will set off a pre-determined pattern, as if we had just handed over to automatic pilot.

Training yourself to get on the balcony allows you to put action on hold and see all the potential paths you can take. You will have the feeling that time expands, while around you everything seems like a still image. You will feel you are acquiring power. The power to choose, from among many possibilities, the one that is most useful and most just.

### 3. Spot the need

This is the most difficult step, because it asks you to engage in a mental exercise that you will find difficult while you're dealing with the event or the person who generates discomfort. In this part of the practice you have to "remove the layers of the onion" in search of a specific need whose satisfaction you feel is endangered.

To implement this step, you have to ask yourself some questions:

- What interpretation am I giving of this experience?
- Why am I reacting this way?
- What is the need and its satisfaction which feels endangered?

The first advantage of asking questions is the possibility of accessing the part of your brain that allows a more creative response to events, namely the neocortex. Thinking and reflecting on questions defuses the reaction of the amygdala, which loses its intensity and turns off.

In addition, it gives you two great opportunities. The first is taking responsibility for what is happening and getting back to the helm. The second is using the annoying event as a chance to see a part of you that is limited by the walls that you have erected to protect yourself and instead wants to be noticed and set free.

This is time to put into practice all the learning from the book: explore your psychological basic needs, discover the fear that your need may remain unfulfilled, face your fear, choose to develop greater psychological maturity, and experience the quality of those who have the opposite need to yours.

Some time ago, I was doing a coaching session with a client who I will call Daniela, we were analyzing a reaction that she had had while working on a project with some colleagues. While she shared her idea of a workshop they had to design for a client, someone diverted everyone's attention toward a specific issue which in Daniela's opinion seemed totally irrelevant and started to criticize the whole idea. The colleague's insistence in focusing on this issue triggered a feeling of annoyance and impatience in Daniela. When I asked her how she had responded to the situation, Daniela said that her voice became harsh and judgmental and that she responded in an abrupt, almost violent way. The memory of the incident was enough to throw her back into the middle of an amygdala hijack, and I immediately asked her to take a couple of deep breaths and get onto the balcony.

We did a quick scan of her needs in that moment. Looking at the situation, and listening to the thoughts and emotions that had been unleashed a few seconds before, she realized that the need in danger of not being satisfied was to feel appreciated. The fear that underlined the need was to lose the respect of others and the group membership.

She clearly saw that she had responded to that situation with an aggressive (fight) behavior based on this fear. The reason was not the criticism of one detail of her idea, but the way she had extended that criticism into an attack on her entire person, and the fear it brought up of not being good enough and of not deserving the attention and respect of others.

From her position on the balcony she tried to do a scan of the needs of the person who had criticized her. She realized that probably, had she not had her own filters constantly focused on investigating the possibil-

ity of losing the respect of others, she would have seen what was going on in a very different way. She would have been more sensitive to the needs of this colleague and would have realized that he had a different need to her: the need for order and precision. For her colleague it was important to understand how that detail would affect the workshop in order to feel more confident; his questions were not even a criticism, they had nothing to do with her. It was because of her fear that Daniela had interpreted his comments as critical.

You may find this process of analyzing the needs a bit complicated while you're living the situation. The first few times try doing it at a certain distance from the event, when the reaction of the amygdala has reduced. Then, when you become familiar with the practice of the Four S's and when you are familiar with your needs and fears connected to them, you will see that it will become increasingly easy to get on the balcony and identify the assumptions at the exact moment in which the situation is happening. In fact, if you begin to dig deeper, you will be able to notice certain patterns that repeat themselves in annoying situations or that generate a reaction, and discover that the needs you fear will not be met, in the end, aren't so many.

The more a pattern emerges, the more it seems obvious that there is a need that is affecting the way you see yourself and the world around you, the "enslaved" you without your awareness, and that prevents you from responding to others and to life's circumstances creatively.

You don't have a need: the need has you. When annoying situations linked to the same need begin to often emerge in your life, it means you're getting signals from a part of your Ego that wants to overcome the limitation of fear.

#### 4. Choose the option

At this point, having avoided the threat of the amygdala and the possibility of having an automatic defense reaction, you can look with more clarity at what is really happening and choose the answer for the occasion that is most appropriate and most likely to achieve the results you want.

When you understand the influence of your needs on

your automatic reactions to others and to life's circumstances, and when you choose to defuse their power over you, you will notice how many useful possibilities there are to respond to what's going on around you.

You can always choose to express your anger, disappointment or frustration, but at that point it will be a choice and not an unconscious and uncontrolled reaction.

You will see that as you take responsibility for what is happening around you, and as you discover how with the discomfort of the event you can see limited parts of you that you can transform, this simple practice will be your main tool for personal growth.

When you have a certain familiarity with the *Four S Practice*, you will:

- recognize that when you feel discomfort in certain situations, this derives from the interpretation you make of it
- recognize that the interpretation is filtered by the fear of a need not being satisfied
- understand which need feels endangered
- recognize that you may instead choose to interpret your experiences differently, give them a different meaning and stop allowing a need to control your life. ■



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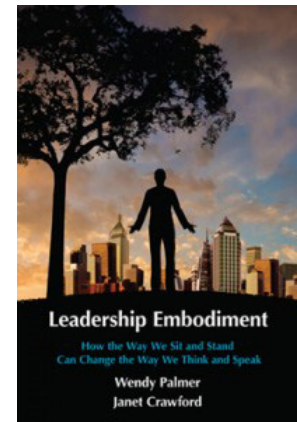
Giovanna has been so far the first and only European executive coach to have been elected President of the International Coach Federation, the most important global association of professional coaches.

MBA in Communication Sciences, former Director in Saatchi & Saatchi Italy and European Marketing Director for Yahoo! Inc., in 2001 Giovanna entered the field of organizational development.

# Leadership Embodiment

## How the Way We Sit and Stand Can Change the Way We Think and Speak

by Wendy Palmer, Mobius Transformational Faculty,  
and Janet Crawford



### Evolution of the Practice

Years ago, at the end of a workshop in Ireland, I received a defining compliment: “We have had many people come here and teach us about the ‘what’ of leadership. Wendy, you have taught us the ‘how’ of leadership.”

This book is about the how of leadership. We will explore how our posture—the way we sit and stand—can change the way we think and speak. Leadership Embodiment (LE) practices develop centered, powerful leadership. Centered leadership incorporates mindful interest in the situation, the ability to shift from reactive reflexes to responsive choices, cultivation of a centered state of being, and the use of three energetic leadership competencies.

Mindful interest means that there is openness to examining problems and the possible remedies while relating to a continual stream of discovery. This type of openness is the hallmark of a great leader and includes the practice of dropping the defensive mask of self-protection and allowing oneself to be transparent and accessible as a human being—one who wants to work with, rather than control others.

Acting and speaking from a responsive, centered state of being increases one’s ability to see the big picture and be creative while being able to process more information and respond effectively.

The leadership competencies advanced by LE practices are: Inclusiveness, the ability to create an understanding and the felt-sense that everyone is in this together; Centered Listening, the capacity of being able to hear what is being said without taking it personally; Speaking Up, the skill of speaking one’s truth with clarity and precision while taking a stand.

During LE training, we explore our habitual reactions

to stressful situations, then

learn and practice LE techniques that shift the way we sit and stand to give us greater access to our innate capacity for wisdom, confidence and compassion. LE training explores the realm of leadership with questions like: How do we tap the great potential that we all carry within us? What happens in those moments when we rise above our familiar responses to life’s challenges and suddenly find insight, timing, and clarity flowing through us? LE techniques unify the content of what is being said with the non-verbal communication of posture.

### How Leadership Embodiment Evolved

For as long as I remember, I have been fascinated by how some of us are able to easily influence people and situations, while others struggle to get a response for their effort.

When I was young, I loved horses and had some wonderful experiences riding and training my own and my friends’ horses. Through these experiences, I saw that non-verbal behavior affects interactions more than words. In school, I learned about great leaders who changed the world and I wondered how they were able to do it. Those leaders seemed to have an expansiveness that included entire nations as if a whole nation was their family. I wondered how they were doing that because I had to work so hard to sustain my connection with just three other family members.

I started paying attention to the posture and gestures of effective people and began to see patterns that were repeated in a variety of situations. I studied the non-verbal communication of countless people that included animal trainers, politicians, business leaders, military commanders, and spiritual leaders. I observed that those who were truly effective shared common ways of standing, sitting,

and gesturing in relationship to themselves and others, especially in challenging and complex situations. These observations were enhanced through my study of the non-aggressive martial art of Aikido and my practice of mindfulness meditation.

As I simultaneously studied Aikido and mindfulness, I looked for the underlying principles governing an individual's ability to be effective in stressful situations.

### **Aikido**

The non-aggressive martial art of Aikido has always given me great metaphors for leadership. Aikido has shown me what a centered, powerful leader can accomplish in situations of conflict and overwhelming odds.

In Aikido we say that, "It is not the size of your biceps but the size of your spirit that makes the difference in how the conflict is resolved." When a leader is centered, their spirit expands their personal space to include their environment and everyone within it.

The study and practice of Aikido offer real in-the-moment opportunities for learning how to deal with stress and confusion. Aikido allowed me to learn how to fall skillfully—not just physically, but emotionally and psychologically as well.

Falling and then quickly standing up in a new position without stress or judgment is one of the gifts my body continues to receive from Aikido training. We call it "the art of falling." My whole being learned how to recover, adapt, and go forward within situations that are continually unfolding.

Many great leaders have said that they learn more from their failures than their successes and that their failures lead to success. This quote from Michael Jordan testifies to his relationship to failure, "I've missed more than 9000 shots in my career. I've lost almost 300 games. Twenty-six times, I've been trusted to take the game-winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed." One of my favorite poets, Rainer Maria Rilke says, "The purpose of life is to be defeated by greater and greater things."

I believe that balanced, centered, and embodied leadership skills give us the ability to lead ourselves and others out of the dark morass of fear, our sense of scarcity, our deep-seated desire for security, and our need to fix things and into our full potential. The centered leader is brave and can welcome both success and failure with complete openness.

Powerful, centered leaders are adept at working with intensity without constricting. On the Aikido mat this is shown in the ability to deftly manage physical impact. We learn how to deal with physical impact without collapsing or becoming aggressive. In Aikido, we speak of receiving the attack. We learn to relax and allow the resilience of our body and our personal space to act as shock absorbers.

My work to translate the concept and practice of skillfully receiving an attack into the psychological and emotional arena of leadership has been challenging. Nevertheless, it has yielded some of the most useful LE techniques.

On the mat, we learn by feeling the relaxed power of our teachers. Then, little by little over years, we develop our ability to relax and be open while receiving impact. On the mat, we invite attacks so that we can practice, grow stronger, and develop capacity for tolerating the hit or grab with relaxation and openness.

In every day life, the impact we experience is not physical, but rather the impact comes in the form of words and thoughts. In LE trainings, we use partner and group interactions as we do on the Aikido mat to simulate stress. Rather than strikes and grabs, we use words, gestures, and mild physical pressure to simulate impact so that we can practice dealing with intensity and learn more skillful responses. During these exercises of simulated impact and stress, we examine posture, the way we use our muscles, and the quality of our attention. We work with LE techniques to practice relaxing and opening in the face of stress; we grow stronger as we develop our capacity for managing the negative connotations of words and thoughts.

### **Mindfulness**

Mindfulness is a wisdom tradition of individual practice in which one studies their thoughts and feelings as they occur. Practicing mindfulness helped me wake up and continues to keep me awake. As I became more aware of my habitual thought patterns and reactions, I noticed the bias of my thinking. As I acquired this knowledge, I began to be able to shift from reactive reflexes to responsive choices. As I sat in mindful meditation, I was removed from external stimulus and could notice that I was so caught up in judging and planning that I was not present in the moment. In my daily life, I began to notice the same thought patterns and then could choose to be present, more aware of my environment, and more interested in what people were saying.

I began to see my habits of judging, planning, and want-



ing things to be different than they were. I saw how these habits were coloring the way I experienced my interactions with the world. Before I began mindfulness practice, I thought that the world was coloring my thoughts and feelings. Now, I see that it is the other way around. With mindfulness, I am not at the mercy of what is happening to me because I can choose how I respond to events.

Learning and practicing LE gives us skills to be more effective leaders. We begin with taking a good look at our behaviors that arise when stress occurs. We use mindfulness to turn inward and become aware of our reactive thoughts that limit our choice of action. We come to realize how deeply the needs for control, approval, and safety are planted in our psyche. Mindfulness practice is not easy, but mindfulness opens the door for us to step into honesty and bravery.

We have tremendous resources available to us when we are in a centered state of being able to include others, listen without taking what is said personally, and speak up for our truth. LE centering techniques and competencies rehabilitate our capacity for optimism.

### Shifting to Center

- Sit in a slightly slumped posture.
- Think of something you need to do but would rather not do.
- Let your mind go along with any resistance or irritation for about 10 seconds.
- Notice any sensations of constriction or negative thoughts.

### Now:

- Shift to an upright posture.
- Inhale and lengthen the back of your neck.
- Slowly exhale down to settle and relax your chest.
- Focus on your Personal Space, expand it all around, above and below you with a sense of openness.
- Allow your shoulders to soften and settle with gravity.
- Again think of the thing you need to do but would rather not do. Is your experience of the task different?

### Expanding Personal Space Grows Leadership Presence

Strong leaders with strong personal presence can create a feeling of inclusion anywhere—meeting room, big auditorium, playing field, and even on a conference call. Everyone included in the leader's expanded personal space has a felt-sense that they are part of something bigger than themselves. This felt-sense of connection is an antidote to feelings of isolation and separation. Any group, be it family, audience, staff, or team, is unified when there is a sense of belonging and connection. LE techniques help you to better manage your personal space so you can affect your environment in and those in it in a positive, non-verbal way.

The phenomenon of expanded personal space is described as being easily observed in elite athletes in *The Body Has a Mind of Its Own*: “When athletes are on the court or field, they are mapping the space around them and people in that space in ways that most of us cannot match. Their personal space and body maps, along with a newly discovered mapping system called grid cells, seem

to be exquisitely developed, which may be one reason they score so many baskets and goals.”

Expanding your personal space begins from the boundary that you notice when you first focus your attention on it. This boundary of your personal space is the starting place from which you can grow your leadership presence. Some people have asked, “How big can my space get?” My answer is, HUGE. Think of the Dalai Lama or the president of a large country when they speak in front of tens of thousands of people. I have been in a crowd with about twenty-five thousand people when the Dalai Lama was giving a talk. His leadership presence affected everyone in the space, having a positive effect on thousands of people at the same time. His strong and vivid presence is the result of a lifetime of spiritual practice that includes various forms of meditation and spiritual reflection for many hours every day. You may not be able to match the expansiveness of the Dalai Lama’s leadership presence, but you can strengthen and increase your presence starting with what you have right now.

Our body heat can give us a sense of our personal space. Sensitive instruments can measure the heat radiating from your body. Think of a time when you or someone else had just completed some vigorous activity or exercise. You would be able to sense or feel the heat radiating from the energized body. You can use this sense of radiating heat to represent your personal space.

Here is a great way to practice growing your presence. Whenever you enter a room, look at the corners, assess the size of the space, and then extend your personal space to fill the room expanding it all the way into the corners. Use your intention to be inclusive so that the people in your expanded personal space feel they are a part of your vision and a part of a community. When you expand your personal space with Inclusiveness, everyone who enters the room will feel welcomed into your personal space. You will automatically be giving them the non-verbal message, “We are in this together.”

The practice of LE gives us the gift of having a choice to be centered and mindful. When we are centered and mindful, we automatically act with wisdom, compassion, and power.

### **Biology and Neuroscience**

To people accustomed to doing business in the Western world, the concepts presented in LE may initially

seem foreign, bordering on new age. We live in a culture that privileges the rational mind, while tending to dismiss the somatic, emotional, and subconscious aspects of ourselves as irrelevant or counterproductive to intelligence. From a Western model, we feel we should have the mental fortitude to think our way out of stressful situations. Over the past several years, advances in biology and neuroscience have started to provide solid scientific evidence for why this is simply not possible.

A few years ago, I met Janet Crawford, whose company, Cascadance, specializes in helping leaders build organizations that leverage the best in human biology. A former environmental scientist, Janet has immersed herself in the study of recent advances in social neuroscience and evolutionary biology. We have had numerous rich conversations about the nexus between her work and mine. LE students are often fascinated by the biological underpinnings that provide probable explanations for the effectiveness of LE techniques. In that light, Janet has been my collaborator in developing this book and has provided the companion text which is the second part of this book, *The Biology Behind It All*.

The following section on stress is from Janet Crawford’s text *The Biology Behind It All*

### **Stress**

A final area related to our evolutionary history is stress. Recently, stress has gotten a very bad reputation. It underlies everything from belly fat, heart attacks and alcoholism, to depression, memory impairment and chronic underperformance. For most of our evolutionary history, however, stress has been more friend than foe. When we encounter a potential threat, the stress reaction prepares the body to rapidly handle the situation. Cortisol and adrenaline course through our system. Blood flow is diverted away from digestion, tissue repair and reproduction. It’s all hands on deck to help us overcome an imminent threat and live to see another day.

Our biology is primarily designed to manage episodic and rapid physical threat. Were you to encounter a predator on the plains of Africa, the ensuing scenarios were limited: you outran it, fought it off, or made yourself still enough to escape detection. In any case, the threat was sudden and it resolved itself in your favor...or not...on short order. Both running and fighting served to clear

stress hormones out of your physical system. When the threat was over, it truly was over.

Fast forward to today. Our evolutionary coding tells us to react to stressors in the modern world that no longer represent threats to our survival. In the past, a flash of light, sudden movement, or a sharp noise like a twig breaking were all indicators of a predator and warranted our full attention and quick response. Now, we startle when a computer icon bounces or our myriad technology gadgets vibrate or ring. The environment is full, often to the point of sensory overload, with unexpected noises, lights, and movement, yet rarely do they indicate anything truly dangerous.

Social threat cues also abound. Our daily worlds are filled with strangers, unpredictable outcomes, and uncertain status. Running away, freezing, or fighting rarely constitutes a useful and appropriate response. When the “predator” is someone across the table in the boardroom who has just attacked our favorite project, we don’t (hopefully!) hit them or run to a hiding place. We still experience the physiological stress response, but the outward manifestation is a psychological equivalent: we clam up, say something sarcastic, shut down and check our email, or forget our presentation.

The powerful hormones released to prepare us for gross muscular movement now have no way to exit the system. Instead, they circulate, damaging the body and leaving us primed to be even more easily triggered. Instead of the episodic threats we’re designed to handle, we now face continual change and non-stop pressure. Modern life exposes us to an ongoing barrage of false threat cues. Unacknowledged and unmanaged, the cumulative effect is life in a soup of stress chemicals never meant to persist beyond their momentary utility.

To make matters worse, for most of our history it has been beneficial to overreact to threats rather than underreact. Better to be intently alert to rustling in the grass than to ignore it. If you fail to detect a tiger or snake, you risk death. If you activate your muscles for flight and it’s only a bird, no harm done. In either case, on the Savannah, your default lifestyle (lots of walking, sunlight, social connection, etc.) ensured that stress hormones processed through and out of your system quickly.

These automatic responses no longer serve us in the way they were evolutionarily designed. The practice of Centering is the practice of wresting control back from these instinctive responses, so that instead of responding

reflexively from habit or fight and flight, we are engaging with the stressor from a place of curiosity and calm.

Most of what we do is neither conscious nor volitional. Until we become aware of what drives us, be it thoughts, emotions or body dispositions, we are powerless to change. The body takes a shape before the mind consciously identifies a thought or feeling. Our physical being is the most direct point of intervention. In the West, it is also the most ignored aspect of our emotional, intellectual and spiritual being. I hope we’ve intrigued you to appreciate the power of the body to change our experience. How you sit and stand will change the way you think and speak. ■

**WENDY PALMER** is the founder of Leadership Embodiment, a process that uses principles from the non-violent Japanese martial art of Aikido and mindfulness to offer simple tools and practices to increase leadership presence and respond to stress and pressure with greater presence, confidence and compassion.

She works with organizations, groups and individuals in the United States, Canada, Europe and South Africa. She believes that we can increase our wisdom, compassion and power to meet the challenges that arise in our lives and our organizations with inspiration and dignity.

Wendy is the author of *The Intuitive Body and The Practice of Freedom*, *Conscious Embodiment DVD*, and *Recover Your Center CD*. She holds a sixth degree black belt in Aikido and has practiced mindfulness for over 40 years. To learn more go to <http://www.leadershipembodiment.com>.

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**“Every dream is a sacrament, an affirmation of our connection with all other living things, a renewal of our link with our ancestors and a contribution to generations yet to come.”**

–David Suzuki



# Taking Power Posing To A Wider And Deeper Field:

## Fake It, Feel It and Think It – Until You Are It

by Walter Samuel Bartussek, Mobius Transformational Faculty

According to Harvard Business School professor Amy J.C. Cuddy, holding your body in “high-power” poses for as little as two minutes can increase your feeling of power and sense of well-being. You will also have a greater tolerance for risk.

See: Video link to: [“Your body language shapes who you are” by Amy J.C. Cuddy](#) and Link to [“Power Posing: Fake it until you make it” by Julia Hanna](#)

All these aspects are definitely essential for improving your leadership qualities. But if you want to be a good leader, you ought to be able to lead yourself first. If you pose, it has an effect mainly on one of three levels of yourself, which inevitably will com-pose your personality as a leader and human being in general:

Yes, there is your physical body, but there is also, what we may call your emotional and your mental

body. All three of them have a substantial influence on one another in either direction. I call this model of the human being the “BMF-Triangle”.

Therefore transformational leadership it is not only about power posing or mental training or sensitivity training, it is about becoming aware of the combination and simultaneity of all three aspects and dealing with them consciously at all levels.

After 30 years of teaching body language and non-verbal communication and training people in body awareness I realize, that looking at your patterns of behavior, patterns of thoughts and patterns of emotionality is the essence of personal growth towards leadership qualities.

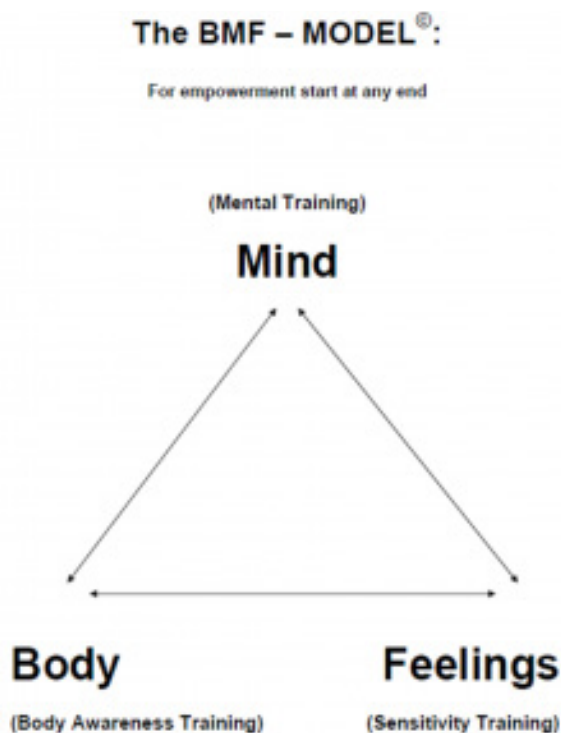
We all know, that in any situation of communication, the outcome of a conversation, presentation, discussion, speech, job interview etc. is to 70-90% due to the non-verbal signals and not due to the spoken words!

This means that the effect of the words (in theatre we call it the “text”) is maybe as little as 10%. It’s not so much the words, that matter, that lead to decisions, approval, misunderstandings etc., it’s the sum of all non-verbal signals!

Note again, that these nonverbal signals in turn are to the greatest extend (again 70-90%) unconscious! So if you want to grow and develop yourself, your personality, it is essential at one point to look into the big pool of subconscious patterns in yourself and learn to re-program these patterns. Definitely, power posing is one way to do this!

### I call it the way from outside in:

You deliberately move certain body parts into positions, which make you bigger, taller and more open or any other pose, which you can find in the world of



animals fighting and leading. So you are changing your “outside”. Now it is important to give yourself enough time to feel the “inside” of yourself and the effect of this power pose on your own body-energy system. This is the point, where the feeling comes in and, depending on your body awareness, very subtle changes can be observed, or you simply may feel more powerful. Now it is necessary to act quickly, because this state of feeling may not last for long, may not be too sustainable.

**Good news:** the way from outside in takes only some minutes. It is quite easy to do and sense the immediate effect.

**Bad news:** it may only last for some minutes. You might be urged to start all over again. It definitely needs a lot of repetition, activating and reprogramming your “sense memory”, to stabilize the power feeling, which is essential for powerful effectiveness and authenticity. There is a second way of growing into more power and self-esteem.

#### **I call it the way from inside out:**

Deep inside us there is always a reason for behaving (unconsciously) in a certain way and feeling powerless or experiencing a low self-esteem. Very often it is our mind full of beliefs, imprinted since childhood, when we were educated or indoctrinated, which makes us feel and behave in a certain way (see BMF-Triangle). Well, you can do a certain mental training and repeat your specific positive affirmations in trying to change your beliefs. Yes, this will help in some way, but stays on the surface of your personality. For profound change it needs a deep dive into your subconscious to discover your deep, inner fears and needs. You need to find the basic strategies you developed for protection and survival, when you were a child, because you are still using them decades later! There are many ways of such an introspection, like counselling, coaching, supervision or any form of therapeutic offers.

One possibility is to use the MimoSonanz®Method ([www.mimosonanz.eu](http://www.mimosonanz.eu)), that I was given to develop. All three aspects of the BMF-Triangle are involved:

It is the concentration on the particular problematic issue (mind), allowing the body to move and to express the problem involved (body), and at the same time to release old inhibitions and emotions (feelings).

As a consequence of this process, you experience

physically the possible next steps of resolving your lack of power or whatever it may be. The end of such a **MimoSonanz®** process is always a clear, strong and open pose, which you arrived at from within, in connection with your authentic thoughts and feelings of mastery.

**Bad news:** it may be a longer, deeper process, which needs the willingness and ability of true self reflection.

**Good news:** once you have gone through this process, you are in a solid state of power with sustainability. Your body language will reflect this continuously in a form of natural power posing all the way through.

**And:** while you are going through the long term self development process from inside out, you simultaneously can also use the short term way from outside in to help you along!

So start from all ends of the BMF-Triangle at the same time, keep consciously posing, feeling and thinking until you are the desired leadership personality at a deep, profound and sustainable level. ■



**Walter Samuel Bartussek**, from Vienna, Austria, is an international trainer in several somatic techniques including body language and nonverbal communication, body awareness, mental training and the MimoSonanz®-method, developed by himself.

Mr. Bartussek graduated from the Technical University of Graz in biomedical electric engineering, but followed his passion for the art of mime, accumulating 33 years of expertise in the field. For over 20 years, he has taught mime and movement on stage at the acting institute of the Bruckner University in Linz, and lectured on body expression at the University for Music and Performing Arts in Vienna and Graz.

He is the author of two books, one on the subject of mime, the other on body awareness.

Just recently his CD “WOW”, a guided movement meditation, was released. He is a Transformational Leadership Faculty of Mobius Executive Leadership.

More information can be found on Samuel and his work at [www.bartussek.info](http://www.bartussek.info).

# Shifting Your Context: The ‘Secret Sauce’ of Breakthrough Leadership

by Rayona Sharpnack, Founder and CEO, Institute for Women’s Leadership

**W**hat is context? Put simply, our context consists of the deeply ingrained attitudes and beliefs that create our worldview and shape our lives. All individuals and all organizations have a prevailing context, whether recognized or not. Most individuals don’t purposely design their belief contexts – they inherit them. In the same way, most organizations don’t deliberately design their culture (“how we do things around here”) but find that it evolves over time and is reinforced by rules, recognition, punishments, and rewards.

Although we may think that we act freely based on a rational assessment of the objective evidence, this isn’t the case. The real source of people’s actions is not what they know but how they perceive the world around them and what conclusions they draw as a result. It is easy to confuse those conclusions with reality. It takes a kind of disciplined awareness to separate what we think to be true from the actual facts and to choose a different course instead. Contextual thinking – the foundation of contextual leadership – is about that discipline.

For themselves, for the people around them, for their organizations, and for their industries, leaders are responsible for one important thing: They are in the context-shifting business.

Wait a minute, you might be thinking. Isn’t leadership about getting results?

Yes, absolutely. But results stem from actions. And people’s actions are determined by what they believe. So any result – whether it is doubling sales for the year with a smaller sales force, inventing a new product that will take the market by storm, or restructuring a company to save billions of dollars – begins with an ability to shift people’s beliefs, or their context. This means that as a leader, whether the conundrum you face is how to help an employee unleash her true potential or how to get great performance out of a multinational company,

you begin your job with a simple question: What is the context here?

## It Starts with You

When I work with leaders, one of the key concepts we strive to understand is how context affects us on a personal level and within our organizations. Real change, for a leader, needs to begin with understanding what you believe, not what you do. Out of that the awareness comes the ability to inform how you act in the world. The framework for what you believe on a personal level sets the stage for everything else.

Take the example of Sarah, an executive at an information technology company. Recently, she was placed on the executive committee because of her past achievements and the organization’s confidence in her leadership. Sarah and I met to discuss some of the challenges that she was experiencing in working with her peers and getting change to occur in the organization from a more senior position.

As we talked, we made an invaluable discovery. Sarah’s prevailing context for herself was “local girl makes good.” It framed how she saw herself and colored her relationships with the other members of the executive committee. It was a limiting context that was getting in her way, and we felt that we had touched on something critical when we stumbled across it.

It wasn’t easy to discover that context. It took a lot of questions and some analysis of things that had happened and how messages had been sent and received. We realized that there were some consistent patterns to those challenges. As we took a closer look, an underlying theme emerged. When we gave voice to that theme, it was as though we had uncovered something that was critically formative in who Sarah is and how she leads.

Because Sarah is “local girl makes good,” she does not really feel as though she belongs at the management table.

She's happy to be there, certainly, and has a great deal of pride in that accomplishment. But the context she is coming from limits how much credibility, visibility, power, and impact she can have going forward. It is too narrow to allow her to make the difference she wants to make.

Sarah was caught in a wasteful but self-generated situation. Because she was “local girl makes good,” she was just happy to be there, hanging out with the big boys. Underneath, she felt anxious that she would one day be uncovered as a “fraud.” Although there was no factual basis for this sentiment, it was nevertheless limiting her effectiveness as a leader. She had placed herself in a position where she felt satisfied to be merely acting on and executing what “real leaders” were telling her to do. She was not supplying the vision herself, nor articulating that vision and evoking action on its behalf. She wasn't being the leader they had brought her to the table to be.

Identifying her limiting context and becoming aware of it was a very profound awakening for Sarah. When she saw it and understood it, she was able to reject it and replace it. She immediately came up with language that described a context she was much more interested in coming from. Doing so, she changed everything.

From “local girl makes good” she shifted to “my unique perspective always adds value.” From that place, she was able to raise issues that the others at the executive committee hadn't been willing to talk about. Because she was now dealing with those executive committee members as peers, she was also committed to bringing those issues to the point of resolution rather than allowing them to be buried. She had the sense of authority and standing necessary to say, “Stop. Time out. What are we, as an executive committee, going to do about the following issue?” She was, both in effect and in practice, a different leader. Her new behavior led to a change in the way her peers treated her as well. She became an integral part of the team, not just a bystander.

How do you shift context? Identifying your prevailing context is step one. With that awareness, a leader can see the limits of that context in terms of what people can execute and accomplish. If those limits are too restrictive, the leader must shift the context to provide more space for innovation and possibility to emerge. I refer to that context-shifting act as the process of trading up.

Does this sound mundane and simple? It should. The course of our leadership day is filled with mundane and

simple moments that we ignore at our peril. It's rarely the gigantic things that get in our way, the strategic summit or the vision from the mountaintops. Instead, it's the frame of mind you are in when you walk into a room filled with senior executives and engage in the dance of personality, politics, and power. Are you able to be in the moment, or are you hampered and made awkward by the tightness of your contextual framework? To be present and at the same time to have a different attitude about what is possible allows you to be a much different resource to other people and the world.

### Why is Context So Powerful?

As a conceptual framework, context explains what's going on in the complex interactions that occur among ourselves and those around us. By becoming aware of context we can see how our views shape what happens to us, and we can learn how to separate conclusion from fact. This awareness leads us to understand the inflection points we can use to create change in how we act and how we lead.

Context is an idea from linguistics that applies to other disciplines, including systems theory. According to systems theory, all systems, from the smallest molecule to the universe itself, comprise three dimensions. There is the content, or “what,” of the system – which is the knowledge, resources, and structure. There is the process, or “how,” of the system – which is the activities and behaviors that emerge. And then there is the context of the system – which is the setting in which the content and processes exist.

For the individual, content might be what the person knows; process would be what he or she does. For the organization, content would be the company's structure, resources, and knowledge; process would be its activities and operations. Content and process are relatively easy to identify and manipulate. Individuals as well as organizations constantly change what they do and how they do it. Real, meaningful change will not occur, however, without addressing the underlying context.

All systems are context-sensitive. Context includes all the assumptions and norms, the unspoken rules of a given work culture, that are brought to the table. Those assumptions often masquerade as facts and can determine people's reality. Sarah thought that the reality of her situation at the executive committee was “local girl

## 8 STEPS YOU CAN TAKE TO CO-CREATE FULL GENDER PARTNERSHIP IN YOUR WORKPLACE

	If You Are An Organization or Team	If You Are A Woman	If You Are A Man Who “Gets” It
1. Bring men together	Use the men in your organization who “get” it to engage men who are still on the sidelines to get into the game.	Ask each member of your women’s initiative to invite a male colleague to their next event.	Tell men what’s in it for them, personally and professionally.
2. Have honest conversations about the impact of gender	Start a Men’s Conversation Share with employees, suppliers, and investors the potential impact on the bottom line and stock value. Companies with fewer women in senior leadership positions are 48% less profitable and show a 37% lower return on equity.	Include men in the conversation about the positive outcomes of full gender partnership. Ask men what it will take for them to be full gender partners.	Explore the ways that women, with their innate tendency toward communication, collaboration and consensus-building, bring balance to work place traditions and attitudes. Read current thought leaders on the future of leadership.
3. Help men “get” that gender bias still exists	Give your workforce the facts. For easy access to a multitude of statistic on the current state of gender bias at work, see Harvard Business Review’s: <a href="#">“Tell Me Something I Don’t Know About Women in the Workplace.”</a>	Share a story with your male mentor or sponsor from your personal experience, without blaming or shaming the people who made you feel “less than.”	Encourage other men to ask the women in their lives — mother, wife, daughter, girlfriend, sisters, friends — if and how they have been affected by gender bias.
4. Engage men’s sense of fair play	Set learning objectives for your training content that help men recognize the personal costs they suffer due to gender bias. Provide opportunities for self-reflection.	Let men know the facts in your industry and in your company.	Find the point of connection for your male colleagues and friends. Even if a man is unable or unwilling to see how unfair it is for him to have unreasonable advantages over his female colleagues, he may still be convinced to take action so his wife or daughters are not similarly shortchanged.
5. Encourage men in behaviors that are linked to awareness of gender bias	Have influential managers, men who “get” it, play an integral role in inviting employees to participate in company efforts to increase gender awareness.	Identify strategic male partners and engage them in a constructive dialogue about their own gender perspective.	Lead by example by ensuring gender balance in the appointments and teams you manage, control, or influence.
6. Encourage men to champion and be architects of win-win outcomes	Commit to identifying potential barriers to the full access to talent that are unconsciously built into recruiting systems.	Set a target of 20-30% for male participants at women’s conferences, thus creating space for them in the conversation for change.	Lead the strategic narrative needed to convince other (male) business leaders that appointing women to positions of power is beneficial to the organization.
7. Engage men’s innate desire to take action	Explore with groups of men and women where conformity to masculine norms is being rewarded at your company.	Initiate exploratory win-win partnership conversations with men. Use inquiry based dialogue to find out what the win is for your male peer(s).	Invest your time in mentoring women.
8. Attach accountability to actions to support productive business outcomes	Establish compelling metrics, like time to promotion, retention, balance of gender in the leadership pipeline, and increase in female talent attraction.	Evaluate the men you manage on their performance in building more balanced teams.	Share with female colleagues your intention to be a partnership champion and ask how you can support them.

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makes good.” The executive committee brought her on board because she was “an innovative force for change.” Which conclusion was reality? I suggest that Sarah’s limited conclusion about reality was creating a situation in which she was bound to underperform and ultimately fail. By shifting that conclusion, she created a greater possibility for success.

Looking at the organizational level, imagine how difficult it would be to launch a successful new product, for example, if the contextual belief is that new products always fail, or that the organization can never work across silos effectively, or that the market is too unsettled to matter. Consider how difficult it would be to bring in more women to the senior management ranks if the organization’s contextual belief was that women can’t cut it and don’t contribute value. No matter how many women were promoted or identified as high potential, the barriers to their success would be significant. To increase the odds of success, we need to identify the fabric of the organization’s culture and belief system, its web of conclusions if you will, and shift them.

Let me say it again: Leaders are in the context-shifting business. This is how they effect significant and lasting change. They are able, by instinct or training, to see that context drives process and structure. They know that if they want to change an individual or a system, the place to go is the contextual dimension. When a leader is successful at altering context, processes and structures change, too.

Imagine how powerful context shifting could be when unleashed against some of the most common problems in business! For example, organizations these days are very concerned about diversity. Many of those organizations will put together content-based approaches that involve awareness and sensitivity training. Or they may have people engaged in recruiting practices that are aimed at increasing diversity. The success or failure of those efforts, however, will depend very much on how compliant or committed the organization actually is to the idea of creating a diversity that will live and last.

Contextual leadership would start by asking, What is the prevailing context of the organization? What is the long-standing, embedded web of conclusions from which the organization is operating? What are

the limits of the context in terms of the system’s effectiveness? What kind of resources will be required to shift that context? It’s the leader’s job to figure out how to shift the existing context in a way that increases the possibilities for that change to be meaningful and successful.

For you to become a contextual leader, the place to start is within. By being more aware of who you are and how you act, you can shift how you lead and the impact you have on others. I believe that all leaders are on a journey of exploration. It starts with signing up and saying, “I must do this because...”

A leader, by definition, makes something happen on her shift. But there is a great deal of searching that takes place to make that “something” meaningful. As I tell people all the time, don’t enlist in the leadership army unless you’ve got a big appetite for creativity, paradox, and experimentation.

Any discussion of leadership should leave people with a self-generated conversation going forward. And so I ask you: What does this conversation about context open up? What can you do about it for yourself? If it’s something that has value for you, what are you going to commit yourself to?

I suggest that you seek out and find a prevailing context that has been limiting you or causing you some measure of suffering, and go about shifting it. Include others. Don’t do it all alone, with just you and the committee in your head. See what happens when you examine what you think to be real and widen that opening to include other, more desirable possibilities. Make something happen on your shift. ■



**Rayona Sharpnack** is the founder and CEO of the Institute for Women’s Leadership and co-founder of GenderAllies. For more than 20 years she has taught co-ed groups of Fortune 500, government and non-profit managers the

secret to achieving breakthrough results for themselves and their teams. She is also the author of *Trade Up! 5 Steps for Redesigning Your Leadership and Life from the Inside Out* (Jossey-Bass, 2007).

# Finding My Next:

## How I decided what to do with the third third of my life

by Jan Allen from *Women On Fire* by Debbie Phillips

Mostly, I hear with my ears. But a handful of times over my life someone has said something that has landed throughout my whole body—a shudder, a twinge, a feeling of having been physically touched or hit—and my world shifted.

This was one of those times.

My precious 4-year-old friend Vivian, her mom, Amy, and I were playing “lemonade stand” when Vivi told me she was going to marry her classmate Henry. Excited, I shared that I couldn’t wait to attend her wedding. But she stopped me in my tracks when she looked up and said, “No, you’ll probably be in heaven.” I averted my eyes so she couldn’t see my tears, feeling deep in my gut (not my head) that something so important could happen and I just wouldn’t be here for it. I was 60; she was 4. She could be right.

It strikes each of us differently, at the oddest times, this deep, visceral feeling that our time left to live is now definitely shorter than the time we’ve already lived. For some, it is precipitated by a changed face, wrinkled, a little slack, in the mirror. For others, it’s a time of transition out of a lengthy career or full-time work, or being among a group of colleagues—young and talented and likely better at technology than you—who have no idea of your earlier contributions, at one time so revered. They weren’t around when you made them. This is something I experienced from both sides: I went from being the youngest person on a governor’s senior team my first time in public service to the oldest, except for the governor himself, the second time around. I realized I was the same age as the senior “gray hair” we thought of as the old guy during my first stint there.

For still others, it’s the realization that there is probably time for one or two more dogs, or one more refrigerator.

It’s the stark moment when we more fully feel, in a way that we had not felt it before, one of the central sorrows of life: we grow old and die.

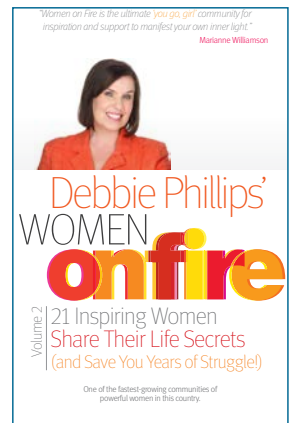
### A Time of Despair

I had that moment after Vivian’s biting observation. I fell into despair, depressed for months. Here was a problem I couldn’t merely think my way through or rehearse and experiment with over and over until I got it right. Added to this gloom was harsh self-judgment. My life has been wonderful, full of blessings and good work. Why couldn’t I just be grateful? Every door that has opened in the past has meant a little sorrow or nostalgia at what was being left behind, but it was always outweighed by the promise of what lay ahead. For the first time ever, I wondered—as I entered this new phase of life—could opening this door mean more sorrow and less promise?

Then, to top it off, I heard what some Harvard undergrads said when they were asked what came to mind when they thought of someone 60 or older. They responded with *wrinkled*, *washed up*, *useless*. Which couldn’t have been farther from the way I felt.

I’ve had a lifelong habit of going deeper and examining life at many levels, and I’d been arrogant enough to think I had this personal development thing licked. Rocked and disoriented, I started to wonder: What was this disconnect between how I was feeling and what the world was saying about people my age? Was it just me or was something more happening here?

It turns out that something was, and is, happening, and it’s big. Our eulogies for 60-year-olds have gone in one generation from “she lived such a long fulfilling life” to “she died so young.” We’re living much longer. We have extra years, after midlife but before decline and death—a



new third third of life, from 60 to 90, and maybe beyond.

How we are aging is changing too. Most of us think of aging as a time of steady decline after health peaks in midlife. But more and more people are staying healthy, or relatively so, well into their 90s, right up to the last day, or week or month, because we now know that much of what we consider “aging” is really the result of sedentary living.

As has happened many times, what truly woke me up to this new reality was a role model of mine, a woman in her mid-80s, someone ahead of me on the path who has broken through the stereotypes about the third third of life. She’s engaged in full-time work, including completing a two-year national effort at 83 or 84 that kept her on the road and in important decision-making rooms. She is still putting up Christmas lights on the outside of her house by herself (heck, I’ve never done that!), and she looks beautiful in a chic suit and high heels on New Year’s Eve.

Wait a minute! We have choices? Even in this life stage?

### Now What?

Surprised that I was surprised by that—but energized by the realization that I may have 25 or 30 or even 40 years left, which are mine to make the best of—I began to dig into a particular paradigm that seemed to have me frozen in place and was causing such despair. It is a paradigm called retirement, something that most of us spend a lifetime working toward because, after all, isn’t it the promised land? I found some dirty little secrets surrounding retirement.

The concept of retirement was made up by the leisure industry about 50 years ago as a time of play and self-focus, a linear model that some characterize as Learn, Work, Rest, Die. This may look good to you when you’re 40, juggling career and family, gasping for air and more time. But people who have arrived at this life stage confess their private distress to me all the time, asking, “Now what?” They often feel bored, restless, irrelevant, or dismissed.

Why? Because we might be built to play for a handful of years, but not 30 or 35. As human beings, we need some structure to stay motivated and relevance to something or someone beyond ourselves to be happy.

As I reached out to share and talk to my contempo-

raries, I found that I was not alone. For many, entering this life stage induces a second identity crisis. We all experienced this search for identity earlier in life, but this time brings a new and unsettling twist. Aging is a time of not just development, but of development with a heightened sense of mortality. It takes a new kind of courage and resolve to face up to it. As adolescents, we at least felt as though we had a long time to get it right. In the third third, the stakes are at their highest.

There are also challenges around intimacy: Our children grow up and maybe move away; social networks can dwindle if we leave the workplace; friends move to other climates or begin to die. Losses—of people, bodily functions, opportunities—and the gut-level knowledge that someday we are going to have to say goodbye to everyone can overwhelm.

Whew! How, I wondered, do I begin to think about and approach this challenge?

### Facing the Third Third

For me, it meant going back to the two bedrock principles that guide my life. The first, from the great psychoanalyst and thinker Viktor Frankl, is that happiness is the byproduct of a meaningful life. Meaning comes from what we give to the world, what we experience in the world (love, art, nature, beauty), and courage in the face of suffering. The second principle is that all of life is a choice between growth and decay, between deep change and slow death. The minute something is born, it begins to die—unless we intervene to keep it growing.

I realized that I needed to continue to grow beyond myself, in ways that provided meaning and connection, to prevent the many losses in this life stage from overwhelming me. What became clear to me is that the real threat to vital living in the leisure industry’s concept of retirement is that we see it as a destination, a place to stop, not a place to continue to grow. But stopping is the way of decay, of slow death.

Fortunately, many big thinkers are proposing new paths—encore careers, a portfolio life, intentional communities, lifelong learning. All are good ideas, but as a smart friend said to me while discussing these choices, “I don’t want one more standard to live up to or only one way to live this life stage. That’s what we have now. I want choices.”

Then it dawned on me: Rather than one answer,

what we really need is a guiding question to reach into this rich complexity and take us beyond a one-way-only path.

What if we retire retirement as the only choice and replace this so-called destination with a continuing journey and a guiding question to propel ourselves forward through this new life stage? What if each of us committed to asking, from this day until our last, “What is my Next?”

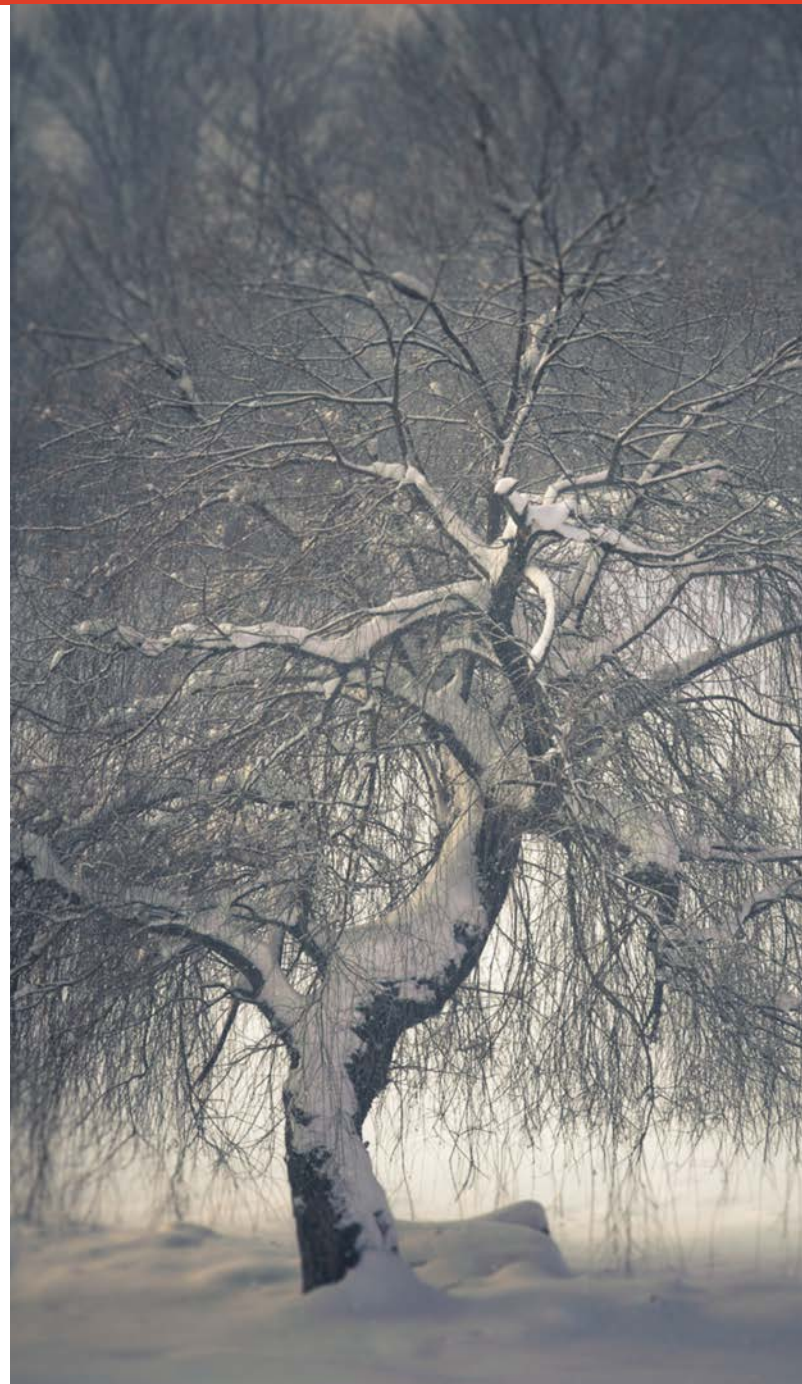
I see people doing just that. One friend is cutting back on her day job to indulge a real passion: helping people rear healthy dogs and, by so doing, become more healthy themselves. Another is very actively serving on the board of an organization she once led. And my mother, who goes to an adult activities center and has found new ways to feel a sense of purpose, is helping prepare boxes for veterans, welcoming the newcomers. But these changes came only after, in the ever-increasing quiet that comes from her descent into Alzheimer’s, she looked up one day and expressed the first feeling we’d heard in two years: “I feel useless.” We asked the question for her: What is your Next?

I see others struggling, not recognizing that to live this life stage vibrantly means becoming the CEO of Me Inc., not in a sense of being self-interested but of recognizing that now, more than ever, we are in charge of guiding our own lives. I’ve heard many people say, “This is the first time I’ve ever had to really think about it.” In our youth and middle age, cultural expectations and support, career and life trajectories with clear roles pulled us forward, but none of those things is on our side now.

Now, the phone may not ring as often or our defining titles might be a thing of the past. We’re told to begin to move on, as a very successful lawyer friend of mine was recently admonished, even though she has grown a new practice area and new clients for her firm over the last five years. Now it’s up to us to find our own meaning, enlarge our circle of friends, spur our own growth.

### Living With Intention

Growth. Purpose. Connection. These are things that keep us vibrant at every life stage. The people my age whom I see thriving are those who have learned to intentionally put these three things into their lives. I take this from them: It’s my job to create a life of continued expansion, guided by my bedrock principles.



My design may look different from anyone else’s—that’s part of the beauty of this life stage. When we’re somewhat freed from striving for success, we can focus more on meaning. When the kids are grown, we can think more broadly about what we may want to leave for future generations. With the ability to use our skills, knowledge, and experience to think up novel solutions to problems—a characteristic of our brains at this age called crystallized intelligence—we can have more impact, often with less time and effort.

We can each choose our pace and sense of balance—

how much work, how much play, how much time spent with family and friends. The possibilities are infinite, but at least for me, I have had to put on my big-girl pants to take advantage of them. I was spurred on when a wise young friend said to me—while I was wallowing in my sadness about being in the third third of life—“Gosh, Jan, how tragic it would be to waste this gift of extra time because you didn’t keep motivating yourself to fully live it.” So, in addition to my regular coaching practice, coaching leaders and emerging leaders of all ages, I’ve launched a new social enterprise called 3rd/3rd Ignited ([www.3rd3rdignited.com](http://www.3rd3rdignited.com).) to help others navigate this territory and to connect them to resources to make their “Next” happen, whatever that might be for them. It is helping me induce my own growth as a thinker, a speaker, a blogger, a workshop leader, and a coach. I must consistently learn new skills, refine my point of view, de-

velop new tools. It has given me a deep sense of meaning, a way to be in the lives of others that will help them. And it is deepening my connections to old friends and bringing many, many new people into my life. At any given moment, when my anticipatory grief threatens to overwhelm me, I can take a deep breath and remind myself to focus on what I can give and how I can engage now.

Is it easy? Nope.

First, my discernment process to answer the question about my Next was long. All I knew was that things didn’t feel right, that I didn’t feel drawn forward. Honestly, I feared never being interested in anything again. So I put my coaching skills into service to myself and started paying attention to and noting any little thing that gave me energy. What was I drawn to read? Where did I feel a tug or pull?

Second, I drew on what I had learned about transi-



tions from the author William Bridges, who said that transitions begin with an ending, then proceed through a neutral zone (although I would call it a “way upset and sometimes very depressed zone”) and on to a new beginning. I gave myself permission to be in that neutral zone—what my BFF Debbie Phillips and I call “the mucky middle”—without self-judgment and without telling myself stories that would make it an even ickier time. It is through the stories we tell ourselves that we suffer. During the worst moments, I reminded myself that I would move through this transition if I would only allow the process to unfold.

Third, I finally began to discern my Next out of all the little niggings I had been noting over time, even though I had no clue how to move forward. I had to create what I needed and wanted, but there was no road map. There are still days when I don’t have any idea what I’m doing. But I take a step, and a next step and a next, deeply believing that these little steps will add up to something useful.

Fourth, I know that I can’t do it alone. So I began to throw my people up around me, gathering 20 people together for a session around concepts and language.

I auditioned to do a TEDx talk on this subject. I did it to create a gap, something to work toward, something that would help refine my thinking. I wanted the rigor of someone else’s process to propel me forward. Once I was selected to give a talk, I relied heavily on two friends

to react to and offer suggestions on every draft. I created my own team of helpers: one person was good at Web stuff, another one at thinking, and a third energized me by believing in me and providing feedback.

I’ve been a problem-solver all my life, making lemons into lemonade and even amping it up from time to time with a shot of this or that. But I’ve realized I’m not going to “solve” this one. I cannot avoid dying. But here is what I CAN do: I can make darned sure that I do not die before I’m dead. I can do this whenever I feel less than fully alive by surveying the endless number of possible paths still before me, and asking — and answering — the gentle question: “What is my Next?” ■

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*A lawyer, social worker, public relations professional, and veteran of government and politics, **Jan Allen** has synthesized her skills as strategist, businessperson, and change agent to coach leaders and emerging leaders. Visit [www.janallen.org](http://www.janallen.org). In addition to serving in executive roles for two governors of the state of Ohio, Jan created and led successful public affairs and public relations businesses before beginning her coaching practice. In her latest endeavor as the founder of 3rd/3rd Ignited ([www.3rd3rdignited.com](http://www.3rd3rdignited.com)), Jan provides maps and apps to help those in the third third of life to live vibrantly. She is also a senior adviser to Women on Fire.*

**“Think of intimacy as comprised of two intersecting lines, a cross. The vertical line represents that “nose to nose” energy; it is the capacity to be fully present in the moment, the capacity to face one another. Really looking at one another in relationships is intense; it is sexy, nourishing, stimulating, “romantic”. The horizontal line represents “shoulder to shoulder” energy; it is the capacity to sustain connection over time, to be thoughtful, responsible, to build trust. Living a good life together, sharing values, goals remembering birthdays, paying the bills, these small acts of care are also nourishing, in a different way, and no less essential.”**

*How Can I Get Through To You: Closing the Intimacy Gap Between Men and Women*  
by Terry Real, Mobius Senior Expert.

# The Golden Thread

By Lori Hanau

My six year old legs are carrying me out to the woods behind my house in Franklin Lakes, NJ. As I step in off the fresh cut grass, I feel an immediate change in the atmosphere. Birds are singing and squirrels are running from tree to tree, and yet I feel a deeper sense of stillness, peace and beauty. I look from trees to rocks to moss and see everything connected by a shimmering thread that wraps around and envelops me in its pulsing silence. I hear the tinkling of chimes or bells. I feel myself opening and moving into wonder.

Every time I enter the woods, I see this thread and I know I am not imagining it. To me, it is real and filled with light and subtle golden sparkle. It is like a web, this singular strand that runs through everything, connecting all of life together. It expands in all directions. The wind is threaded to the trees and the sky and through me. As I watch it and listen, I know that it carries a glistening intelligence that is old and wise.

When I returned from these trips to the woods, I would speak of these experiences to my mother, calling it “the voice,” unaware that others didn’t see or hear it. It was a few years before this realization dawned on me, and when it did, I promised myself I would stay connected to this wisdom I had tapped into. I began to think of it as a code that unified everything, and I grew up seeing and feeling this code everywhere. I know that it has shaped me, and I believe it is one reason why I relate to life through wholeness, interconnection and relationships today. As the golden thread weaves through us and our world, I see it carrying the diversity and genius of our existence.

In my adult life it was my father, Ken Hanau who, for me, embodied the wisdom of this golden thread until the day he died, October 23rd, 2000. In his life he ran a man-

ufacturing company that produced corrugated boxes, and despite the basic nature of this commodity business, he carried the golden thread by living and working in great

congruence with his values. This was most apparent in how he treated people. His business was a living, breathing being. To me, as an employee of his company, the environment there felt like the woods of my childhood

home. Everyone was connected, valued and honored, though we were diverse in our personalities, life stories and company roles. My father expressed his love for humanity by treating each of us with nobility and great care. In his presence, I watched and felt each of us rise into our higher selves to meet his vision of us.

I felt this experience viscerally, and this time I was not alone in feeling the golden thread running through everything. My coworkers, from general manager to the person sweeping the factory floor, were elevated to a higher ground where we were all equal, simply by being human. My father modeled true leadership by taking a genuine interest in his employees’ lives and getting to know each person individually. In this environment, we thrived. We gained access to our confidence, authenticity and wisdom. I found myself bounding from bed each day to be in the presence of my coworkers, who gave 150% to their work without it being demanded. Following my father’s lead, we built authentic relationships with our customers, our suppliers and our bankers, and we developed a professional ecosystem of great respect and



## Global Round Table Leadership

*Supporting shifts in  
consciousness, leadership,  
collaboration & community*

**“If we have no  
peace, it is because  
we have forgotten  
that we belong to  
each other.”**

**– Mother Teresa**

dignity. The golden thread was a code of intelligence and connectedness that ran through all of us and was the soil, the air and the fresh wind for how we did business.

I realize that in today's world, this kind of business experience where people are valued before status and money is very rare. I feel fortunate to have been a part of my father's company and the creativity and collective wisdom it produced, and yet I am disturbed that this is so far from the norm in our culture. Instead, we are often leading or impacted by leadership that is guided by our cultural conditioning, and which diminishes and fractures us from meaning, connection, equality and wisdom. Breaking from this conditioning takes great strength and practice. Waking to our own potential as caring leaders, regardless of title or role, requires a commitment and rigor. But imagine if we embraced and embodied the nobility that we carry!

The mission of Global Round Table Leadership is to support people in waking to this reality. With them, we work to develop the qualities it takes to create flourishing human ecosystems. We follow the code of the golden thread, and we commit to four foundational pillars: relating to one another first and foremost through our humanity as equal learning partners, relating through wholeness, honoring our diversity as our great strength, and valuing our collective wisdom. Through these commitments we work to build these muscles and create thriving human systems where people can bring their best. This becomes a way of being. ■

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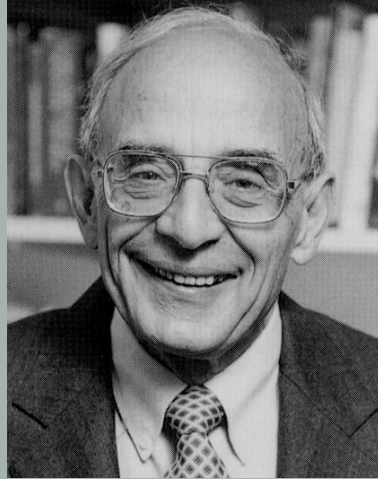
**Lori Hanau** grew up in New England in an entrepreneurial family that taught her the value of self-reflection and caring in fostering leadership and healthy, collaborative relationships. She draws on these essential qualities in her work as advisor, facilitator and community builder.

Lori's early career in business, including presidency of a manufacturing company, offered opportunities to observe and engage with diverse leadership styles and organizational structures. During this time, she began to differentiate between the qualities that support vibrant, sustainable organizations and social ecosystems, and those that lead to dysfunction. In a two year break from the corporate world, Lori pursued these qualities through an exploration of the service sectors of society, including health, science, philanthropy, spirituality and mission-driven business. Here, she found herself among innovators who were working in all aspects of whole systems change.

In 2002, Lori founded Global Round Table Leadership (GRTL) whose mission is to build the personal and shared leadership capacities required to foster thriving environments. GRTL envisions a world in which individuals, groups and organizations come together through the greatness of our humanity and diversity. To this end, GRTL engages people across all sectors in leadership, collaborative and cultural development. We work with people and teams who care to own the rigor it takes to cultivate flourishing relationships with one's self, one another and the systems of which we are a part.

Lori is the co-founder of the Mindfulness Practice Center in Keene, NH and acts as Community Builder and faculty member for Marlboro College Graduate School's MBA program "Managing for Sustainability." She is also honored to serve as an advisor to the End of Life Project, and be part of the Advisory Boards for the Southeastern Environmental Education Alliance, Peace Day Live, the Of Many Institute at the NYU Center for Spiritual Life, and on the Board of Directors of the Social Venture Network.

IN TRIBUTE

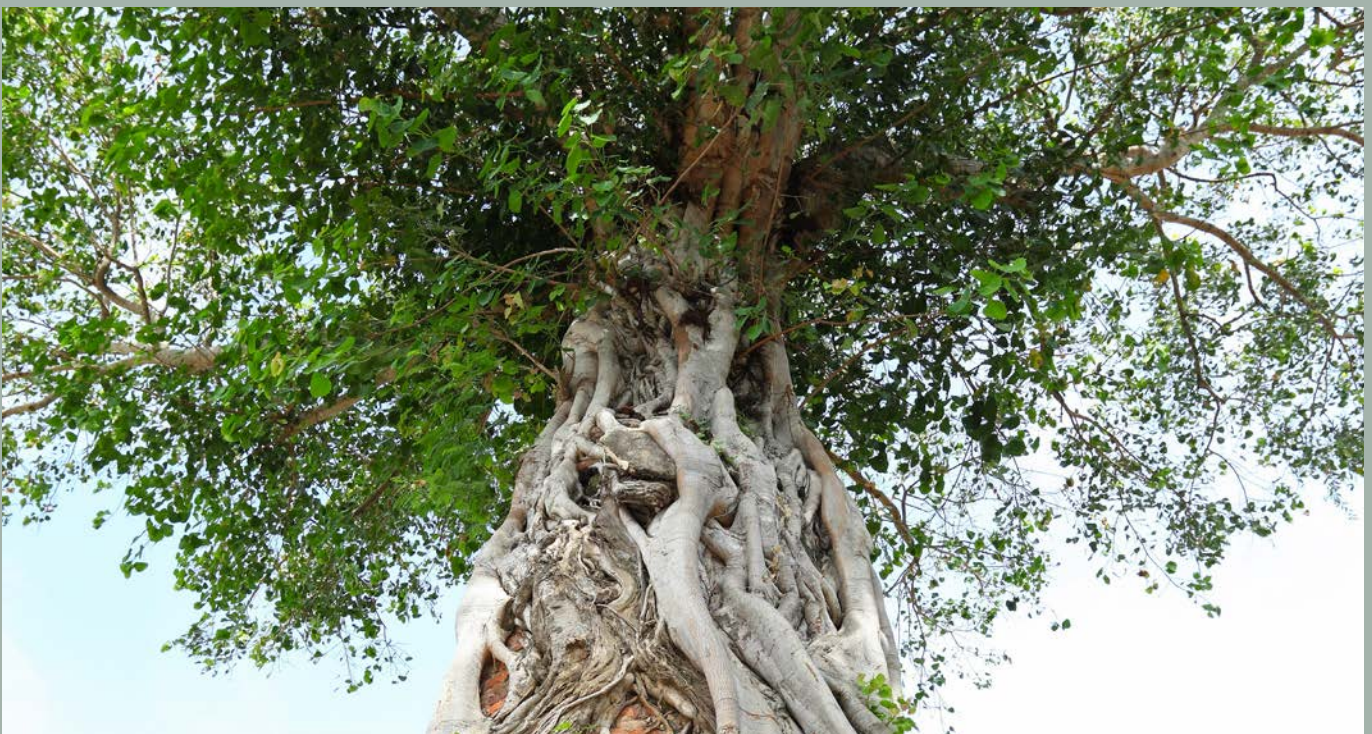


## CHRIS ARGYRIS

Master Teacher and Interventionist  
Theorist, Action Science  
Professor Emeritus, Harvard Business School  
Friend, Colleague and Mentor

July 16, 1923-November 16, 2013

*May His Memory Be A Blessing*





# Common Good

- > *Sustainability is for Everyone*
- > *Together We Can Change the World*
- > *Prison of Peace*

# Sustainability is for Everyone

by Alan AtKisson, Mobius Senior Expert

In just 49 pages, *Sustainability is for Everyone* helps you “lift your thoughts above the fray” (Michael Kensler, Auburn University) and rethink what it means to do sustainability work. Alan AtKisson, recognized as one of the pioneers of sustainability consulting, brings 25 years of international experience into crystal clear focus, while also introducing useful new concepts such as “Sustainability, Big and Small” and “Take-out Sustainability.” The book is already being translated into 5 languages and has received 5-star reader reviews on Amazon.com. In this excerpt, the first chapter of the book, Alan explains why sustainability — despite becoming very mainstream management practice — is still too marginal, too “special,” and why we need to take it out to the rest of the world. You can order the book on paper or digital formats at this weblink: <http://AtKisson.com/S4E>

## About this book

The purpose of this little book is to inspire you.

I have been working professionally in sustainability for 25 years. That is a long time, and I have worked hard during that time to promote the vision and the practice of sustainability. I have given hundreds of speeches, presentations and workshops, in 44 countries; created tools and methods for spreading sustainability (tools which have themselves spread into many countries); trained hundreds of other sustainability professionals and change agents (to help them spread sustainability); published books and articles; and consulted to large companies, governments, cities, NGOs, and the United Nations. I have even written songs about sustainability.

In 2013, I was elected into the Sustainability Hall of Fame™, by the International Society of Sustainability Professionals.<sup>1</sup>

To mark the occasion — because the event organizers asked me to “share some wisdom” from my experience — I wrote this small book. In reality, the book is an essay,

a word originally meaning “attempt”. Partly, I am attempting to make up for the fact that I do not really feel worthy of such distinctions. Yes, I have worked hard, but there is so much more that needs to be done; others have worked harder. Also, this book is an attempt to say a few things about sustainability — its past, present, and future — that do not fit well into other forms of writing. The first-person essay allows one to mix thoughts and feelings, reflections and advice, in a very personal way, which is perfect for what I have to say.

The essay is also a good place to share some warnings and regrets.

Why would I write about warnings and regrets, in an essay-book intended to inspire you? Because I have encountered a few situations in my professional life that were troublesome, and I would like to help you — as an aspiring or experienced sustainability worker — to avoid such trouble yourself. I want to share some insights that have helped me along the way, but I also want you to learn from my mistakes; for in fact, there is usually more learning in failure than in success.

Mostly, I want to get a specific message across, and I want to ask you to help me spread that message.

Here is the principal message of this book:

*Sustainability is for everyone.*

This is a simple statement, but it has profound implications. For the past several decades, sustainability — and many other words and concepts that are attached to it — has been the hearth fire for a relatively small but highly engaged group of professional researchers, managers,



Excerpt from *Sustainability is for Everyone*, by Alan AtKisson (ISIS Academy, 2013).

activists, teachers, and consultants. And since the phrase “sustainable development” was first formally introduced to the world in 1987, by a United Nations commission chaired by Norway’s then-prime minister Gro Harlem Brundtland, it has slowly gathered more and more people around that fire.

When “old-timers” like me look around, we get a wonderful feeling, because there are so many more of us now, all gathered around that beautiful, idealistic flame. Compared to the “old days,” the gathering now seems truly enormous.

But the growth of this special gathering is also a problem. For sustainability should not be something that is set apart, something that only special, highly engaged people can understand, talk about, work with. Sustainability is not a secret knowledge.

*Sustainability is for everyone.*

Sustainability means making the world work. For everyone. And that means that it is time for us to leave this special gathering, take this wonderful flame of sustainability, and carry it into the world.

And take it with us everywhere.

This book sets forward a few ideas and suggestions for

Sustainability  
is for  
Everyone



how to make sustainability more universally accessible, without watering it down or changing its meaning. The book is meant to start a conversation, and to help further accelerate a trend that is already happening: the normalization of sustainability thinking and practice into every area of life.

For those of us who are sustainability workers, that is our ultimate goal. Looking backward, we have come a long distance. Looking forward, we have far to go, and there remain many obstacles in our path. Chief among these is the fact that sustainability itself is still not easy to communicate — and not everyone knows they need it.

But as more and more people know, or at least feel, they do need it. The whole world needs

sustainability, and fast. So here are some thoughts about how to overcome that obstacle and take sustainability more effectively into those places where it is most needed.

We have to make sustainability something that is not just for us — the people who identify themselves as “sustainability people” — but for everyone. ■

<sup>1</sup> I was very touched and honored by this distinction — though I must note that the phrase “sustainability hall of fame” seems almost an oxymoron. If one works in sustainability, one is anything but famous. But I deeply thank the jury of the ISSP for placing me in the company of other people whose work and life-examples have been inspirations to me; and I acknowledge, gratefully, that I would never have received this distinction had I not been mentored, coached, and befriended by some of the most brilliant sustainability minds on the planet, especially the founders and members of the Balaton Group.



**Alan AtKisson** is President of the AtKisson Group, a global sustainability services network that he founded in 1992. His other books include *Believing Cassandra: How to be an optimist in a pessimist’s world* (1999, 2010) and *The Sustainability Transformation: How to accelerate positive change in challenging times* (2010). In 2013, Alan was named to the President’s Science and Technology Advisory Council, by Pres. José Manuel Barroso of the European Commission; and he was inducted into the Sustainability Hall of Fame by the International Society of Sustainability Professionals.

## Together We Can Change the World

Rayona Sharpnack, Founder and CEO, Institute for Women's Leadership

Good things are happening for women in the workplace today.

- The business case for women's leadership is solid and well-documented: Companies with a higher proportion of women in leadership positions are on average 48% more profitable and show a 37% higher return on equity.
- Visibility and respect for female CEOs are high.
- We have made significant progress in closing the gender gap in the workplace.

That's the good news. The not-so-good news is that women still earn 77 cents on the dollar compared to men, and most of our progress in the workplace has been achieved at the entry- and mid-level. In fact, the percentage of women in the executive suite and the boardroom has not changed significantly in over a decade. From 2001 to 2011, for example, the percentage of female corporate officers in Fortune 500 companies inched up just two percentage points — from 12% to 14%. *That's two percent in ten years.* Equally disappointing, they earned 13-25% less than their male counterparts.

Nearly 30 years ago, a top magazine editor named Gay Bryant wrote, "Women have reached a certain point — I call it the glass ceiling. They're in the top of middle management and they're stopping and getting stuck." The sad fact is, most professional women are still hitting the glass ceiling. It just has a new name, as Harvard Business Review Editor Amy Bernstein points out: It's called "second-generation gender bias."

"The days of blatant discrimination are (mostly) behind us," Bernstein says. "Today, it's more like a glass obstacle course of a hundred hard-to-see hurdles." Research concurs that the subtler hurdles of second-generation gender bias are the primary cause of women's persistent underrepresentation in leadership roles today. These are work cultures and practices that

appear neutral and normal, yet shortchange women because they are based on masculine values and traits. Women's lack of access to networks and mentors/sponsors is an example of this.

It is essential for women's leadership — and for the financial success of their companies — that we find ways to get women past these invisible barriers and into the roles their talents have earned them.

As someone who has been teaching, consulting, and advocating for women's leadership at Fortune 500 companies for 20+ years, I have observed what may be a hard truth to hear: Women can't — and won't — advance to full gender partnership unless they can engage the support of men.

There are three reasons for this. First, men hold the vast majority of executive leadership positions across all sectors. As key stakeholders, they can contribute enormously by confronting the very institutions that sustain gender inequality. A recent study by Simmons School of Management confirmed that the most effective help women received in countering second-generation gender bias came from their male bosses.

Second, the reason why companies with a higher proportion of women in leadership positions do better financially is not because women are necessarily smarter or better educated or work harder. These companies prosper because they are utilizing the innate talents and learned skills of both genders. Why would we women not want to do the same thing?

Finally, we need more people championing the cause of women's leadership. We need to increase our numbers, our influence and our power. Why ignore a pool of readily recruitable talent, the people I call "men who get it."

There are far more men like this than you might imagine. This is another thing my years as a women's advocate have shown me. *Our best opportunity for getting our cause back on the front burner is to awaken, educate and engage male leaders in being champions for change.*

Excerpted from *Enlightened Power: How Women Are Transforming the Practice of Leadership*, Jossey-Bass, 2005.  
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We need to inspire and equip these men to eliminate the individual and institutional blind spots that are preventing full gender partnership. We need to talk with them about honor — always a powerful motivator for men. We need to instill them with pride about this mission, and give them the opportunity and the support to build gender-equitable organizations.

Are you wondering why men would want to admit that women are still treated unfairly and then take action in their behalf? In my experience, there are four reasons.

They want to be better, more honorable men. They have an innate sense of fairness. And they want to stand for something that matters.

They want to be successful in business, and they are reading the same studies we are, showing that “feminine

values” make for good leadership, good decision-making, and a huge improvement to the bottom line.

They want their wives, sisters and daughters to be able to go as high as they want in their organizations.

They want something for themselves as well — especially the millennials: freedom from the pressure to conform to narrow, traditional masculine values and behaviors.

Earlier this year, Warren Buffett won the heart of every woman in this country when he said, “America has forged [its] success while utilizing, in large part, only half of the country’s talent... We’ve seen what can be accomplished when we use 50% of our human capacity. If you visualize what 100% can do, you’ll join me as an unbridled optimist about America’s future.” ■

*I’d like to close by paraphrasing Buffet’s call to action:*

**“Women have forged their progress in the workplace while utilizing, in large part, only half the talent available to them. If you imagine what can be accomplished with the support of 100% of our human capacity, you’ll join me as an unbridled optimist for full gender partnership.”**

**GenderAllies**

Women and Men Leading in Full Partnership

Last spring, Rayona Sharpnack and three longtime colleagues took a powerful step toward gender equity in Fortune 500 companies. Together they formed GenderAllies, a collaboration of inclusion professionals who partner with large companies to help them become true meritocracies. They show these

“role model” companies how to achieve and leverage the full partnership of women and men to produce extraordinary business.

The GenderAllies team — Rayona Sharpnack, Ray Arata, Robin Terrell and Lise Edwards — believe that when women leaders shift beliefs and behaviors that have historically held them back, and male leaders engage in and embrace inclusion as a cornerstone of their own leadership, the endgame is a collaborative culture that creates outstanding mutual success.

GenderAllies is committed to a transformation of gender perspectives that shape an organization’s engagement with *all stakeholder groups*: customers and partners, employees, investors, and the global community.

They use a combination of executive coaching, strategic consulting, and interactive training to produce action-oriented, results-driven change initiatives. These solutions include gender diagnostics, transformative workshops, and techniques for sustaining new learning, such as “Brown Bag Theatre” and ongoing “ALL IN groups.”

For more information, visit their website, <http://www.genderallies.com/>, or email them at [info@genderallies.com](mailto:info@genderallies.com).

**PRISON OF PEACE** is a pro bono project created by professional mediators Laurel Kaufer, Esq. and Douglas E. Noll, Esq. at the request of life and long term inmates at Valley State Prison for Women in Chowchilla, CA.

**Prisoners as Peacemakers?** How is it that women, with dark pasts, many of them serving time for murder and manslaughter, could possibly be peacemakers?

**It Started With a Letter...** The story is one of personal commitment to themselves and the community in which most are destined to live out their lives. “This is an environment filled with conflict and violence. There is a dire need and want for change,” said Susan Russo, one of the fifteen initial peacemakers, serving a life sentence without the possibility of parole at Valley State Prison for Women in Chowchilla, CA. “Mediation interests all of us because we are lifers and long-termers hoping to make a difference in teaching our peers that there is a better way.” Beginning her quest in 2007, Ms. Russo wrote over 50 handwritten letters from prison to mediators all over California. Her letters went unanswered until August of 2009 when one of her letters made it to Laurel Kaufer, Esq., a well-known Southern California mediator and peacemaker and founder of the post-Katrina Mississippi Mediation Project. “As soon as I read the letter, I was hooked, but also knew that I couldn’t do it alone. Still standing at the mailbox, I called my friend and colleague, Doug Noll, the only person I would consider working with on a project like this,” said Ms. Kaufer. “Doug is a superb trainer, mediator, and restorative justice expert. I read the letter to him. He was silent for about a nano-second before he said, ‘I’m in. What’s our next step?’”

### **The Goals of Prison of Peace**

- To teach personal emotional intelligence skills to inmates
- To teach essential personal problem-solving skills to inmates
- To introduce and teach the restorative process of peace circles
- To introduce and teach the principles of moral engagement
- To teach basic mediation skills as third party neutrals
- To embed peacemaking, defined as collaborative, respectful problem-solving processes to resolve interpersonal and group conflicts, within the prison.
- To create capacity to continue the expansion of training and knowledge within the prison by training inmates to be instructors and trainers.
- To create a sustainable program of peace-building within the prison
- To demonstrate the power of non-coercive, non-violent methods of conflict resolution to correctional officers and prison administrators
- To demonstrate the power of human redemption, transformation, and growth in all humans, regardless of crimes committed or circumstances of life

By the end of 2012, Prison of Peace had certified over 34 inmates as mediators and had trained and certified 15 inmate trainers. The inmate trainers had trained nearly 200 women to the level of Peacemaker.” As a result of the California budgetary crisis, the Department of Corrections and Rehabilitation was directed to re-purpose Valley State Prison for Women into a men’s prison. All of the women at VSPW were transferred across the street to the Central California Women’s Facility or transferred to the California Institute for Women in Chino, California. The transfers were completed by December 31, 2012.

Prison of Peace now faced the challenge of restarting in two new prisons with new administrations. Despite many obstacles and resistance from inmates and administrators, the women of Prison of Peace rose to the challenge.

Today, Prison of Peace is growing rapidly at the California Institute for Women. Three trainers have been transferred there. They, along with Kaufer and Noll, are training 15 women to become new Peacemakers, Mediators, and hopefully trainers, within the prison. These women completed the basic Peacemaker training in August 2013 and will be starting mediation training in September 2013. Trainer training will begin at the end of 2013 and continue through 2014. There is a large waiting list of women wishing to be trained in the Prison of Peace project at the California Institute for Women.

At the Central California Facility for Women, space limitations have made time and space extremely difficult. However, 8 trainers have stepped up and are training a cohort of 40 women on Tuesday evenings. Because of the time and space constraints imposed by the administration, we are uncertain about mediation training. However, our trainers have committed to redesigning the mediation curriculum to fit into the 90 minute per time block allotted by the administration. All we can do is watch them in awe! We support them with monthly visits to follow their progress and coach them in their teaching. They are amazing.

We have been invited by the administration at Valley State Prison, the new men's prison converted during realignment, to begin Prison of Peace. We have accepted the invitation and will begin training in our first men's prison in October 2013. Interest is strong, with over 60 men showing up for the first orientation. We have wanted to keep the first class small, but the enthusiasm and excitement generated by the orientation is causing us to rethink the cohort size.

We have been invited to develop a Prison of Peace project in the Los Angeles County Jail system. We are in discussions with representatives of the Sheriff's Office about the scope of the program and who will be served.

Finally, we are starting Prison of Peace in our first juvenile facility. In cooperation with the Straus Institute at the Pepperdine School of Law, we hope to use law and masters degree students to be mentors in the project. This project will commence in the spring of 2014.

All of this work is conducted pro bono.

> Tax-deductible donations to support Prison of Peace may be made to the **Fresno Regional Foundation** for the benefit of Prison of Peace.

> In addition, all proceeds from Doug's online course Negotiation Mastery for the Legal Pro and from his Advanced Legal Negotiation Webinars support Prison of Peace. Both available at:

**[www.legalpronegotiator.com](http://www.legalpronegotiator.com)**

The 9 hour course is MCLE-approved in California and Florida. The webinars are MCLE-approved in California. This is a great way for those seeking advanced legal negotiation training to gain knowledge, MCLE hours, and support Prison of Peace.

**"I think it is essential sometimes to go to retreat, to stop everything that you have been doing, to stop your beliefs and experiences completely, and look at them anew, not keep on repeating it like machines whether you believe or do not believe. You would then let in fresh air into your minds. Wouldn't you? That means you must be insecure, must you not?**

**If you can do so, you would be open to the mysteries of nature and to things that are whispering about us, which you would not otherwise reach; you would reach the God that is waiting to come, the truth that cannot be invited but comes itself. But we are not open to love, and other finer processes that are taking place within us, because we are all too enclosed by our own desires. Surely, it is good to retreat from all that, is it not?**

**.....Stop your worship, rituals, take a complete retreat from all those and see what happens. In a retreat, do not plunge into something else, do not take some book and be absorbed in new knowledge and new acquisitions. Have a complete break with the past and see what happens. Sirs, do it, and you will see delight. You will see vast expanses of love, understanding and freedom.**

**When your heart is open, then reality can come. Then the whisperings of your own prejudices, your own noises, are not heard. That is why it is good to take a retreat, to go away and to stop the routine - not only the routine of outward existence but the routine which the mind establishes for its own safety and convenience."**

**~ J. Krishnamurti**

# FEATURED ARTIST MICHAEL ROBBINS



# MICHAEL ROBBINS, ARTIST'S STATEMENT

Entering the creative process is like diving into a rushing river. I have no idea where it will take me. I begin by throwing colors and textures onto the canvas to create a dynamic surface. Similarly, if I am writing, I allow the words and images to tumble out and trust that somewhere in my unconscious is the seed of a poem. Soon shapes emerge that swirl into a beginning organization. At this point I start to serve the innate intelligence of a creative process and listen acutely to what it has to say. Sometimes what emerges is literal, sometimes it is abstract. The important thing is that it has its own internal coherence and dynamism. Sometimes I lose the thread of a painting and can't find it again. These still-born creative journeys become collage materials for new adventures. A creative dialogue is a love relationship. Each piece is a conversation with the Muse that records our lovemaking, our fights and our repairs. If I force my image on her, I pay a price in a loss of vitality and spontaneity. This is like life. Whenever I think I know what my life should look like, God surprises me. It is only in this attitude of openness and discovery that I feel truly alive. I hope that these images and the two poems help you to connect with your aliveness.

## BIOGRAPHY



Michael Robbins is a psychotherapist, artist, poet, Taoist meditation teacher and consultant that lives and works in Somerville, Massachusetts. If you would like to find out more about his work, or if you are interested in purchasing a painting, please visit [www.michaelrobbinstherapy.com](http://www.michaelrobbinstherapy.com), or contact him at [michaelclearmind@gmail.com](mailto:michaelclearmind@gmail.com), tel. 617 623 0024.

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All poetry in this section is by Michael Robbins.  
For more information on his poetry, please visit:  
[www.michaelrobbinstherapy.com/index.php/poetry](http://www.michaelrobbinstherapy.com/index.php/poetry)



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**Joy Juice**

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## Joy

They touched  
lightly like butterflies  
dancing in soft petals  
of desire  
like sun  
slowly warming skin  
like flickering  
heart candles  
and streams of warm water  
and luminous tendrils  
of tender vines  
snaking over  
thigh and breast  
waking longing  
slowly  
like flowers  
opening

they were  
sunlight  
descending  
on each other  
through spring rain

they were  
luminous,  
life giving,  
nectar,

filled with the  
inevitable knowledge  
that the sun rises  
and the earth  
only turns  
in one direction

they were  
deep silent  
longing  
half closed eyes  
and open mouth  
as his light  
found her  
cool shadows  
and opened  
each dark,  
empty space  
to joy.



**Colorful Geometry**

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**Mexican Castles**  
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## Escaping Vertical Coffins

leaping onto crisp green plateaus punctuated by dandelions  
cool green sky searched to complete  
dreams so cruelly interrupted by earths turning  
and purple pomegranates popped  
driplysticky juice over buzzing bees while

I watched her corn husk braids turn their back  
on Lima's a harbor to climb the Inca trail  
only to discover that she yearned for the great phalluses  
of cacti that were reaching out to penetrate mother sky  
and that each day the sun rose without a stitch of clothing on

screaming, "Too soon! Too soon! I am not yet ready for company!"  
before she slid her cool lips around that great magnetic monolith  
and laughed at the dog prancing like a horse  
through the puddles of her benevolence, while lifting his nose  
exclaiming "I know Winter is hiding here somewhere!",

and midday baked the piles of bricks  
that were stacked like the femurs  
of ancient warriors that had once stood strong and tall  
and dared to escape the vertical coffins  
of their fathers farms...forever.



**Pan's Cave**

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**Luscious Serenity**

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## **The Whispers of Rubies**

I went slowly through the fields of her mind  
careful not to step on the flowers  
or even damage a spider web – it felt that delicate

as she emerged from the shadows  
and searched for the red thread  
that could lead her out of her maze,

a Buddhist nun walking deliberately, in the shadows of a pine tree,  
listening to her heart intone like a church bell,  
calling her away from the finger prints disappointment had left

in the soft wax of her soul. She looked shyly from behind a rock,  
her eyes flaming with a hope that she could only barely let herself feel,  
after several false starts with charming but incompetent men.

She listened again to that steady drumbeat,  
and the intention that grew like grass beneath her feet  
taking her forward into something more sure.

She knew I had stowed a piece of her soul  
deep in a secret place  
and that I would keep it there for as long as it didn't hurt her pride,

and that I would sit beside her, for as long she allowed,  
and for as long as it took her to sort through the pile of sand  
that was mixed with tiny gems (only she could tell the difference)

as she scooped up those fine white grains  
in two hands that were stronger and more sure than she knew,  
closed her eyes, and listened for the whispers of rubies.



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## Who Should Attend

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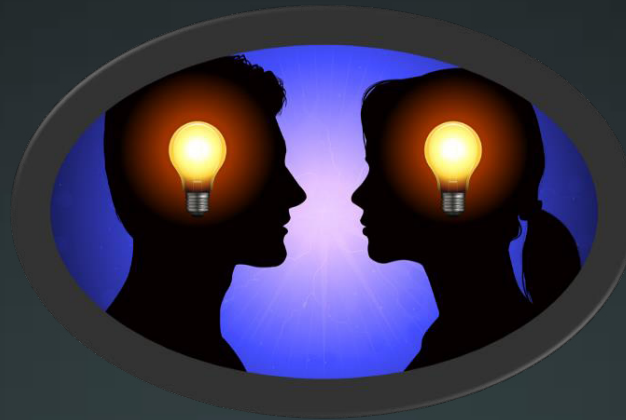
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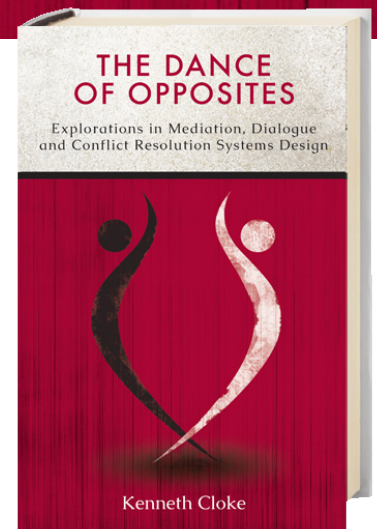


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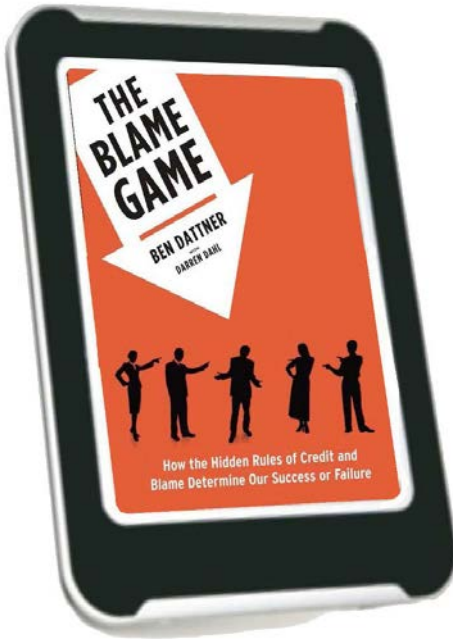
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Authentic Leadership in Action





## The Blame Game

by Ben Dattner, Mobius Executive Coach

Complimentary ebook download of  
“The Blame Game” by Ben Dattner

<http://www.creditandblame.com/bookrequest.html>

The dynamics of credit and blame are central to every team and organization and are an important determinant of career success. Unfortunately, credit and blame are rarely assigned in an objective or fair manner, and individual psychology, team dynamics, demographic diversity, and corporate culture all influence, and are influenced by, how credit and blame are given and received.

This book considers research and theory, as well as real world examples, that illuminate how human evolution, our own life histories, and our personalities impact how we assign credit and blame to ourselves and others, as well as how we react to the credit and blame we receive from others.

By taking a more mindful approach to credit and blame, individuals, teams and organizations can overcome the «blame game» and successfully adapt to new challenges instead of remaining stuck in the past.



Ben, a Mobius Executive Coach, is an industrial and organizational psychologist, and has over 12 years of experience coaching and consulting all over the world. Ben founded his coaching firm, Dattner Consulting, in 2000, and has been an adjunct professor at New York University since 2002. Ben has helped a wide variety of corporate and non-profit executives and managers become more successful. His coaching and consulting services enable individuals, groups and organizations to enhance their leadership skills and effectiveness, configure more productive teams, build commitment and cohesion, and reduce or eliminate non-constructive interpersonal and intergroup conflict. Ben authored *The Blame Game: How the Hidden Rules of Credit and Blame Determine Our Success or Failure* (Free Press/Simon & Schuster) published in March 2011.



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## Rangjung Yeshe Gomde California

A Center for the Study and Practice of Buddhism



Rangjung Yeshe Gomde, under the direction of Chökyi Nyima Rinpoche, is a center in the tradition of Tibetan Buddhism. Located in the forested mountains of Northern California, Gomde offers the perfect setting for new students and long-time practitioners to deepen their understanding of the Buddha's teachings through study, contemplation, and meditation.

**Rangjung Yeshe Gomde  
California**

66000 Drive Thru Tree Rd  
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707-925-0201

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### Kumara Summer Work-Study Program

**June 10th - August 15th, 2014**

The Kumara Program is Gomde's residential work-study program open to anyone ages 18-30. Students live at our remote Northern California center and participate in a comprehensive program of study and meditation that combines traditional and academic approaches to Buddhist studies. Led by visiting Tibetan teachers and our resident Lamas and translators, our full summer program includes:

**Teaching programs led by eminent Tibetan teachers, including Chökyi Nyima Rinpoche, Dzigar Kongtrul Rinpoche and Khandro Rinpoche.**

**Daily teachings by Lama Tsultrim Sangpo on core Mahayana topics.**

**Regular lectures on historical and philosophical topics covering all stages of Buddhist thought.**

**Instruction in the diverse methods of Tibetan meditation practices under the guidance of our experienced Lamas.**

Participation in this integrative program involves 20 hours of service per week and the staffing of our seminars and teaching programs. We have a variety of jobs available for people of all abilities and with any skills. The cost of the program is \$950 and includes attendance of all Gomde's events during the program period, accommodation and all meals. For more information please visit our [website](http://www.gomdeusa.org) or contact us at [kumara@gomdeusa.org](mailto:kumara@gomdeusa.org).



# The GLOBAL PRESENCING FORUM

## From Ego to Eco-System Economies: Creating Well-Being for All



11-12 February 2014 – Cambridge, Massachusetts USA

### A Global Intent

The 2014 Global Forum will showcase living examples and initiatives that generate profound change by shifting awareness from ego to eco. The intention of our platform is to connect change makers across systems, sectors, and cultures in order to co-create a society that generates sustainability and well-being for all.

We see ourselves as part of a global movement that aims at shifting the economic discourse, from a focus merely on GDP to a focus on well-being, from scarcity to abundance, from exclusion to inclusion, from competition to co-creation, from reducing negative to generating positive impact, from transactional to transformative relationships, from exploitation to shared ecosystem prosperity.

### Ego to Eco-System Awareness

Finance. Food. Fuel. Climate chaos. Fundamentalism. Financial oligarchies. We have entered an Age of Disruption. Yet the potential for profound personal, societal, and global renewal has never been more possible. What's dying is an old civilization and a mindset of maximum 'me' – unsustainable material consumption, bigger is better, and special-interest-group-driven decision making that has led to societies around the globe collectively creating results that nobody wants.

What's being born is less clear but in no way less significant. It is a future that we can sense, feel, and actualize by shifting the inner place from which we operate. This inner shift, from fighting the old to sensing and presencing an emerging future possibility, is at the core of a profound awakening today. It is a shift from an ego-system awareness that cares about the well-being of oneself to an eco-system awareness that cares about the well-being of all, including oneself.

This shift puts the creation of cross-institutional and cross-sector platforms that facilitate collaboration and innovation at the scale of the whole eco-system into the center of leadership attention.

### Who Should Participate?

The Forum is designed for practitioners who apply awareness-based social technologies in their work on transformation and change. It is appropriate for practitioners from business, government, education, media, and civil society.

### Labs

During the Forum, we will move between 'big picture' engagement in plenary and 'deep dive' explorative breakaway sessions – or Labs – which will focus on areas of profound innovation and system transformation, including the topics of: Conscious Consumption, Compassion Economy, Ecosystem Economy, Finance, Genuine Progress Indicator (GPI) and Well-being, Health, Education "4.0", Governance, Arts Aesthetics Action, and Personal Transformation.

The Global Forum is co-sponsored by MIT CoLab and the MIT Department for Urban Studies and Planning.



# Speakers and Panelists...



Arawana Hayashi  
Presencing Institute,  
Social Presencing Theater



Arthur Zajonc  
Mind and Life Institute



Sylvia Hayes  
First Lady, Oregon, and  
3EStrategies



Dayna Cunningham  
Community Innovators Lab,  
MIT



Eileen Fisher  
Eileen Fisher Inc.



Gerry Hudson  
Service Employees  
International Union (SEIU)



Juliet Schor  
Boston College



Michelle Long  
Business Alliance for Local  
Living Economies



Otto Scharmer  
MIT, Presencing Institute



Peter Senge  
MIT, Society for Organizational  
Learning



Phil Thompson  
Dept of Urban Studies and  
Planning, MIT



Roberto Benzo  
Breathing and Behavior  
Laboratory, Mayo Clinic

## LOGISTICS

### Cost

#### Early Bird Rate

Corporate \$775  
Individual/NFP \$575

#### Regular Rate

Corporate \$975  
Individual/NFP \$775

*The Early Bird Rate will end on  
15 December, or when seats  
are no longer available.*

The registration fee includes lunches and breaks on Tuesday and Wednesday. We hope to serve local and organic food. Participants are responsible for their own breakfasts and hotel expenses.

### Venue

The primary Forum venue, Walker Memorial, resides in the heart of MIT's Cambridge campus. Break out labs will take place in the nearby Stratton Student Center, offering an immersive experience in the context of daily student life.

### Hotel

Boston Marriott Cambridge  
(walking distance to venue)

Two Cambridge Center,  
50 Broadway, Cambridge MA  
Tel: 617-494-6600  
\$179 USD plus tax per night

### Dress

Comfortable

### Web Streaming

This year web streaming of (some) plenary sessions will be open to all at no charge. Please refer to the website for more information:

<http://www.presencing.com/global-forum-2014-webstreaming>

### Contact

Angela Baldini  
Presencing Institute  
baldini@presencing.com

## Among Others!



# Systems-Centered's Functional Subgrouping and its Neurobiology

## Lowering Scapegoating and Enhancing Emotional Regulation

### **Special One Day SCT® Workshop** **Boston · March 3, 2014**

Meeting details available at [www.agpa.org](http://www.agpa.org)

**Special Institute Presentation: Monday, March 3, 9:00 A.M.-5:00 P.M.**

### **Systems-Centered's Functional Subgrouping and its Neurobiology: Lowering Scapegoating and Enhancing Emotional Regulation**

**Instructor:**

**Susan P. Gantt, PhD, ABPP, CGP, FAGPA, FAPA**

Functional subgrouping enables groups to integrate differences rather than scapegoat them. Neuroscience helps illuminate how a subgrouping communication pattern lowers the brain/body reactivity and develops emotion-regulating secure subsystems. As groups work in the intimacy phase of development, subgrouping appears to enhance attunement and attachment patterns. Though integral to systems-centered therapy, functional subgrouping can be used in any group process to lower scapegoating and create robust conditions for changing the brain.

**Learning Objectives:**

The attendee will be able to:

1. Practice building a functional subgrouping pattern.
2. Explore how brain/body reactivity to differences leads to scapegoating.
3. Practice exploring differences differently, by shifting from "yes, but" and "because" to two subgroups exploring in turn.
4. Develop an ability to see and enhance the emotional regulation function of a group.
5. Describe the neurobiological understandings of functional subgrouping.
6. Apply the neurobiological views on emotional regulation to group psychotherapy and group processes.

**Course References:**

1. Gantt, S.P. & Agazarian, Y.M. (2010). Developing the Group Mind through Functional Subgrouping: Linking Systems-Centered Training (SCT) and Interpersonal Neurobiology. *International Journal of Group Psychotherapy*, 60(4), 515-544.
2. Gantt, S. & Badenoch, B. (2013). *The Interpersonal Neurobiology of Group Psychotherapy and Group Processes*. London: Karnac.
3. Moreno, J.K. (2006). Scapegoating in group psychotherapy. *International Journal of Group Psychotherapy*, 57, 93-105.
4. Agazarian, Y. (1997). *Systems-centered therapy for groups*. New York: Guilford.
5. Brabender, V. (1997). Chaos and Order in the Psychotherapy Group. In F. Masterpasqua & P. Perna (Eds.), *The Psychological Meaning of Chaos*. Thousand Oaks, CA: Sage.

**Susan P. Gantt, PhD, ABPP, CGP, FAGPA, FAPA** is a psychologist in private practice in Atlanta and works for Emory University School of Medicine where she coordinates group psychotherapy training. She is the Director of the Systems-Centered Training and Research Institute, which was recognized with the 2010 Award for Outstanding Contributions in Education and Training in the Field of Group Psychotherapy by the International Board for Certification of Group Psychotherapists. Dr. Gantt trains, supervises and consults in the practice of SCT in the United States and Europe and leads ongoing training groups for therapists and consultants in Atlanta, San Francisco and Amsterdam. She co-authored the texts **Autobiography of a Theory, SCT in Action** and **Systems-Centered Therapy: Clinical Practice with Individuals, Families & Groups** with Yvonne Agazarian and was recently awarded the Alonso Award for Excellence in Psychodynamic Group Psychotherapy by the Group Foundation for Advancing Mental Health for her work in editing (with Paul Cox) the special issue of the **International Journal of Group Psychotherapy** on "Neurobiology and Interpersonal Systems: Groups, Couples and Beyond."

SCT® and Systems-Centered® are registered trademarks of Dr. Yvonne M. Agazarian and the Systems-Centered Training and Research Institute, Inc., a non-profit organization.



**Boston Law Collaborative, LLC invites you to a training led by psychologist Richard Schwartz, developer of the IFS Model, and mediator David Hoffman, Lecturer on Law at Harvard Law School**

**When:** Friday, March 14, 2014 at 9:30 a.m. – 4:30 p.m.

**Where:** Boston Law Collaborative, LLC, 99 Summer Street, Boston

**Who should attend:** Mediators, lawyers, and other professionals who deal with conflict

**What:** One-day introduction to the theory and practice of the Internal Family Systems model as a tool for conflict resolution, with simulations and written materials.

**Cost:** \$160

**How to register:**  
RSVP to Lenore Pellani at [LPellani@BostonLawCollaborative.com](mailto:LPellani@BostonLawCollaborative.com)

## ***The Inner Dimensions of Mediation: An Introduction to the Internal Family Systems Model***

When embattled parties come to the mediator's table, they are often awash in emotions and impulses that make for difficult interactions and impasses. The Internal Family Systems model (IFS) provides a language and framework for helping each party identify and speak for the fearful, enraged, or wounded parts of themselves that are driving the conflict, and feel witnessed by the other. Once these behind-the-scenes feelings are revealed, the atmosphere in the room often shifts and the parties are more willing to de-escalate their conflict and discuss their issues from a calmer, more mindful place. In addition, IFS offers mediators clear and practical ways to work with their own emotions and create an environment in which clients feel safe to be less defensive.

### ***Agenda (see next page for speaker bios)***

**9:00 – 9:30 – Registration and light refreshments**

**9:30 – 10:00 – Welcome, Introductions and Overview of the Training**

**10:00 – 12:30 – Introduction to the IFS Model**

- Lecture and Discussion of Parts and Self
- Demonstration of Use of IFS Techniques
- Small Group Discussion and Plenary Q & A

**12:30 – 1:30 – Lunch (provided by Boston Law Collaborative)**

**1:30 – 4:15 – Applying the IFS Model in Mediation**

- Identifying Situations Where the Model is Useful
- Small Group Role Plays
- Plenary Debriefing
- Demonstration of Techniques for Managing Impasses in Mediation

**4:15 – 4:30 – Q&A and Concluding Remarks**



## Speaker Bios

**Richard Schwartz, Ph.D.** earned his doctorate in Marriage and Family Therapy from Purdue University, after which he began a long association with the Institute for Juvenile Research at the University of Illinois at Chicago, and more recently at The Family Institute at Northwestern University, attaining the status of Associate Professor at both institutions. He is coauthor, with Michael Nichols, of *Family Therapy: Concepts and Methods*, the most widely used family therapy text in the United States.



Dr. Schwartz developed [Internal Family Systems](#) in response to clients' descriptions of experiencing various parts – many extreme – within themselves. He noticed that when these parts felt safe and had their concerns addressed, they were less disruptive and would accede to the wise leadership of what Dr. Schwartz came to call the "Self." In developing IFS, he recognized that, as in systemic family theory, parts take on characteristic roles that help define the inner world of the client. The coordinating Self, which embodies qualities of confidence, openness, and compassion, acts as a center around which the various parts constellate. Because IFS locates the source of healing within the client, the therapist is freed to focus on guiding the client's access to his or her true Self and supporting the client in harnessing its wisdom. This approach makes IFS a non-pathologizing, hopeful framework within which to practice psychotherapy. It provides an alternative understanding of psychic functioning and healing that allows for innovative techniques in relieving clients' symptoms and suffering.

In 2000, Richard Schwartz founded The Center for Self Leadership in Oak Park, Illinois. CSL offers three levels of [IFS training](#), national and international workshops for both professionals and the general public, an annual conference, publications, and video resources of Dr. Schwartz's work through its website at [www.selfleadership.org](http://www.selfleadership.org). Dr. Schwartz is a featured speaker for many national psychotherapy organizations and a fellow of the American Association for Marriage and Family Therapy, and he serves on the editorial boards of four professional journals. He has published four books and over fifty articles about IFS. His books include *Internal Family Systems Therapy*, *Introduction to the Internal Family Systems Model*, and *The Mosaic Mind* (with Regina Goulding), as well as *Metaframeworks* (with Doug Breunlin and Betty Karrer). His most recent book is about using IFS with couples, titled *You Are The One You've Been Waiting For*, under the Trailheads imprint of The Center for Self Leadership. Dr. Schwartz lives and practices in Brookline, MA.



**David Hoffman, Esq.** is an attorney, mediator, arbitrator, and founding member of Boston Law Collaborative, LLC. He teaches the Mediation course at Harvard Law School, where he is the John H. Watson, Jr. Lecturer on Law. David also trains mediators in 5-day executive education programs for the Harvard Negotiation Institute, which is part of the Program on Negotiation at Harvard Law School. David uses IFS techniques in his work as a mediator and lawyer and has published an article about IFS in the Harvard Negotiation Law Review, "Mediation, Multiple Minds, and the Negotiation Within."

As mediator and arbitrator, David has handled over 1,000 cases involving business, family, employment, and other disputes. David is past chair of the ABA Section of Dispute Resolution, and currently co-chairs the Section's Collaborative Law Committee. David is a Distinguished Fellow in the International Academy of Mediators, and is listed in Boston Magazine's "Super Lawyers" Directory and the book "Best Lawyers in America" in five categories, including mediation, arbitration, and Collaborative Law.

David recently published *Mediation: A Practice Guide for Mediators, Lawyers, and Other Professionals* (Massachusetts Continuing Legal Education 2013) and has published two other books – *Bringing Peace into the Room: How the Personal Qualities of the Mediator Impact the Process of Conflict Resolution* (with co-editor Daniel Bowling) and *Massachusetts Alternative Dispute Resolution* (with co-author David Matz) – and numerous articles, which are posted on the Boston Law Collaborative, LLC web site.

Prior to founding Boston Law Collaborative, LLC in 2003, David was a partner at the Boston law firm Hill & Barlow, where he practiced for 17 years. During its first 10 years, BLC has won the American Bar Association's Lawyer as Problem Solver Award, and the Law Firm Award for Excellence in ADR from the International Institute for Conflict Prevention and Resolution.

David is a graduate of Princeton University (A.B. 1970, *summa cum laude*), Cornell University (M.A. 1974, American Studies), and Harvard Law School (J.D. 1984, *magna cum laude*), where he was an editor of the Harvard Law Review. David and his wife Beth Andrews, LICSW have three children and live in a cohousing community in Acton, Massachusetts.

**Boston Law Collaborative, LLC** is a multi-disciplinary practice that includes mediators, lawyers, arbitrators, mental health professionals, and an estate planner and financial professional. BLC provides legal representation in court and in Collaborative Law cases, and provides mediation, arbitration, consulting, training, and parenting coordination services. For more info, please visit [www.BostonLawCollaborative.com](http://www.BostonLawCollaborative.com).



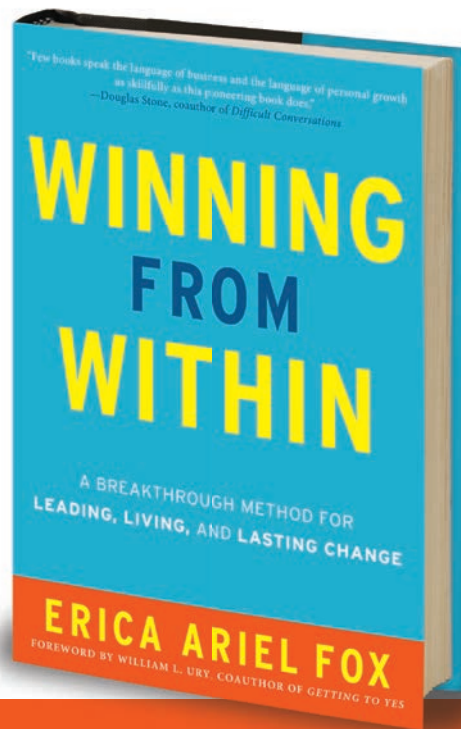
# LEADERSHIP FROM THE INSIDE OUT

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“As a colleague, I’ve watched Erica develop groundbreaking work over many years at Harvard Law School. She is the right person at the right time to offer a new, more integrated, model of negotiation for people practicing leadership in business, in government and in non-profit organizations.”

—RONALD HEIFETZ,  
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[WinningFromWithin.com](http://WinningFromWithin.com)



**Erica Ariel Fox**

teaches negotiation at Harvard Law School and is a highly sought-after advisor and speaker to

some of the world’s most renowned companies. She travels the globe to help people turn troubling situations around and to achieve their highest potential. She writes for the Harvard Business Review blog and as an Influencer on LinkedIn.

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An ageing master grew tired of his apprentice's complaints. One morning, he sent him to get some salt. When the apprentice returned, the master told him to mix a handful of salt in a glass of water and then drink it. "How does it taste?" the master asked. "Bitter," said the apprentice. The master chuckled and then asked the young man to take the same handful of salt and put it in the lake. The two walked in silence to the nearby lake and once the apprentice swirled his handful of salt in the water, the old man said, "Now drink from the lake." As the water dripped down the young man's chin, the master asked, "How does it taste?" "Fresh," remarked the apprentice. "Do you taste the salt?" asked the master. "No," said the young man. At this the master sat beside this serious young man, and explained softly, "The pain of life is pure salt; no more, no less. The amount of pain in life remains exactly the same. However, the amount of bitterness we taste depends on the container we put the pain in. So when you are in pain, the only thing you can do is to enlarge your sense of things. Stop being a glass. Become a lake."

For more about the offerings of Mobius Executive Leadership please go to [www.mobiusleadership.com](http://www.mobiusleadership.com).

To discuss bringing Mobius leadership programs, trainings or executive coaching to your organization please write [Karyn.Saganic@MobiusLeadership.com](mailto:Karyn.Saganic@MobiusLeadership.com).



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