

Bridging Leadership

- Understanding and co-creating emerging leadership paradigm at the Synergos Institute

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Bridging:



Leadership:

Who's a Leader?

- Root word “leith”
 - to go forward
 - to cross the threshold
 - to die (to let go)
 - towards light (same root)

*Implies an act of
bridging between 2
worlds*

Systemic Change Leadership: emerging paradigms

(Super quick summary)

Field of leadership:

Leaders simultaneously engages across:

- Systemic/ Social field (Horizontal)
 - Seeing systems
 - Bridging across the divide
- Deep psychological field (Vertical)
 - Self awareness and authenticity
 - Deep sense of purpose
- Spiritual field (Now)
 - Mindfulness & wholeness
 - Presencing- emergent/ adaptive

Act of leadership:

A leader thus is simultaneously a:

- a servant,
- a facilitator,
- a convener,
- a helper,
- a healer,
- a community organizer,
- a host,
- a visionary,
- a bridge,
- a human

Based on global thought leaders including- **Peggy Dulany**, Edgar Schien, Peter Senge, Otto Scharmer, Barry Oshry, Bill George, Ronald Heifetz, Carl Jung, Joseph Campbell, David Bohm, Peter Block, Paoul, Eckhart Tolle, Udai Pareek, Buddhist and Hindu spiritual thought.

Bridging Leadership: Embracing the mystery

- **a body of knowledge and practices** harvested from the rich field of Synergos experiences
- **a map** articulating of a **leaders & organizational journey** towards systemic change
- broad **guiding framework**
- **applicable to different contexts-** programs, networks, internal organizational, teams, family, communities etc...
- **work-in-progress**
- **an invitation...** to experience

**“Be the change that you wish to see
in the world”**

- Mahatma Gandhi

**“The success of an intervention depends
on the interior condition
of the intervener.”**

- William O’Brien,
(former CEO of the Hanover Insurance Company)

The Blind Spot of Leadership

Results:
What



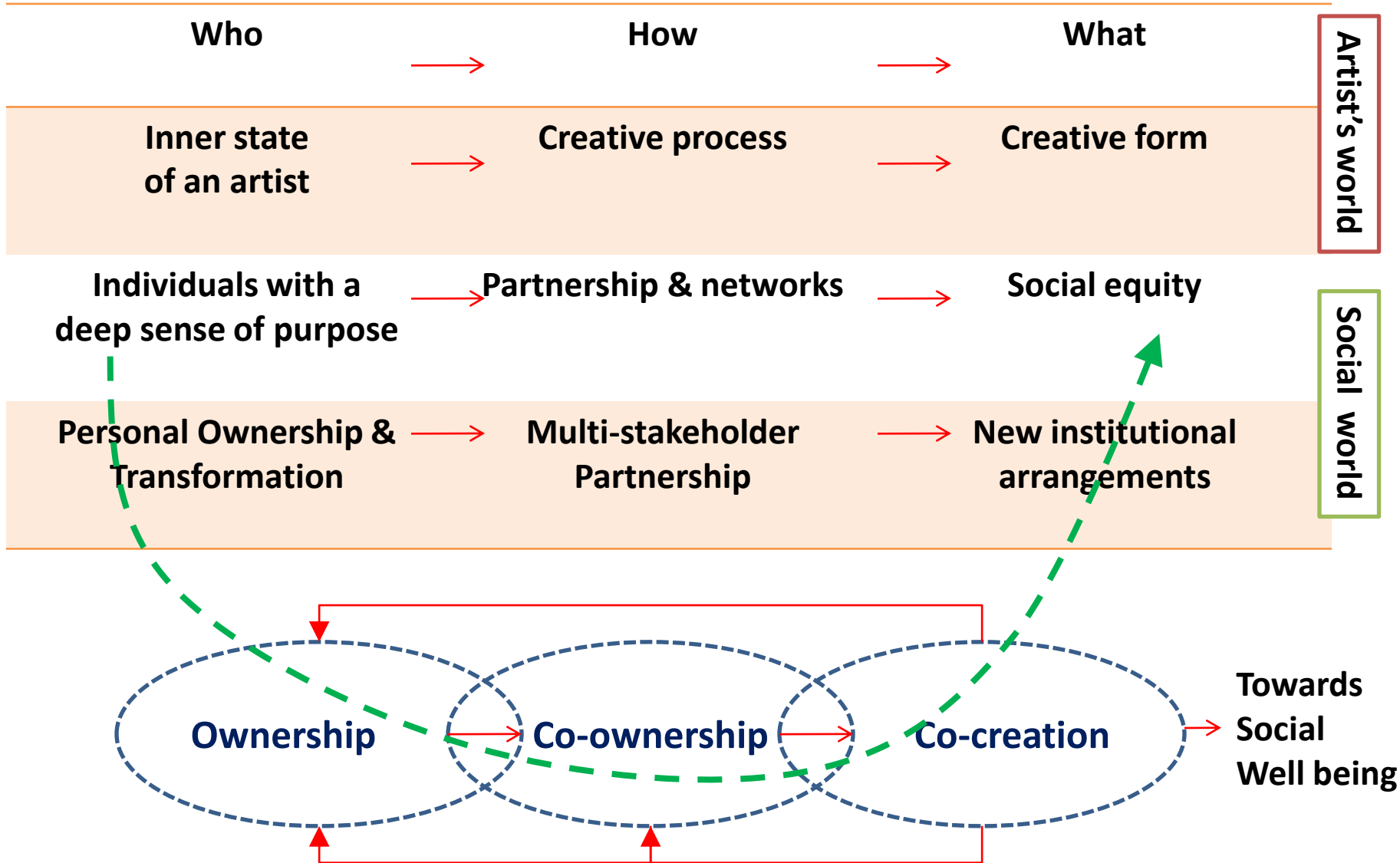
Process:
How



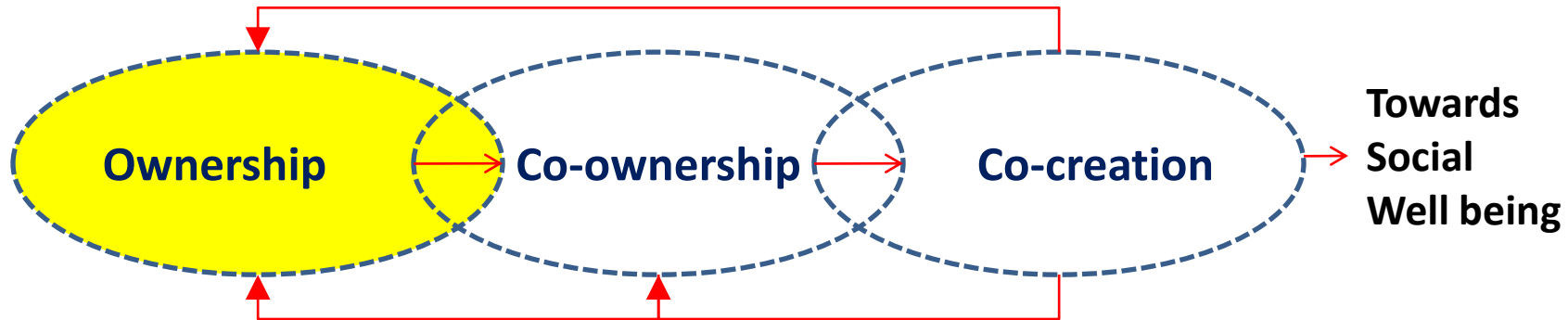
Source:
Who

Blind Spot: Inner place
from where we operate

Bridging Leadership: Overview



Bridging Leadership: Ownership



Personal Ownership & Transformation

- Reflects on his/her life journey, gifts and inner divides

➤ **Life purpose**

- Understands systemic context what is it seeking from him/her

➤ **Divide**

- Makes a deep personal response to transform his/her inner and outer reality

➤ **Personal response**

Discovering our life purpose

Movie clip
Bagger vance

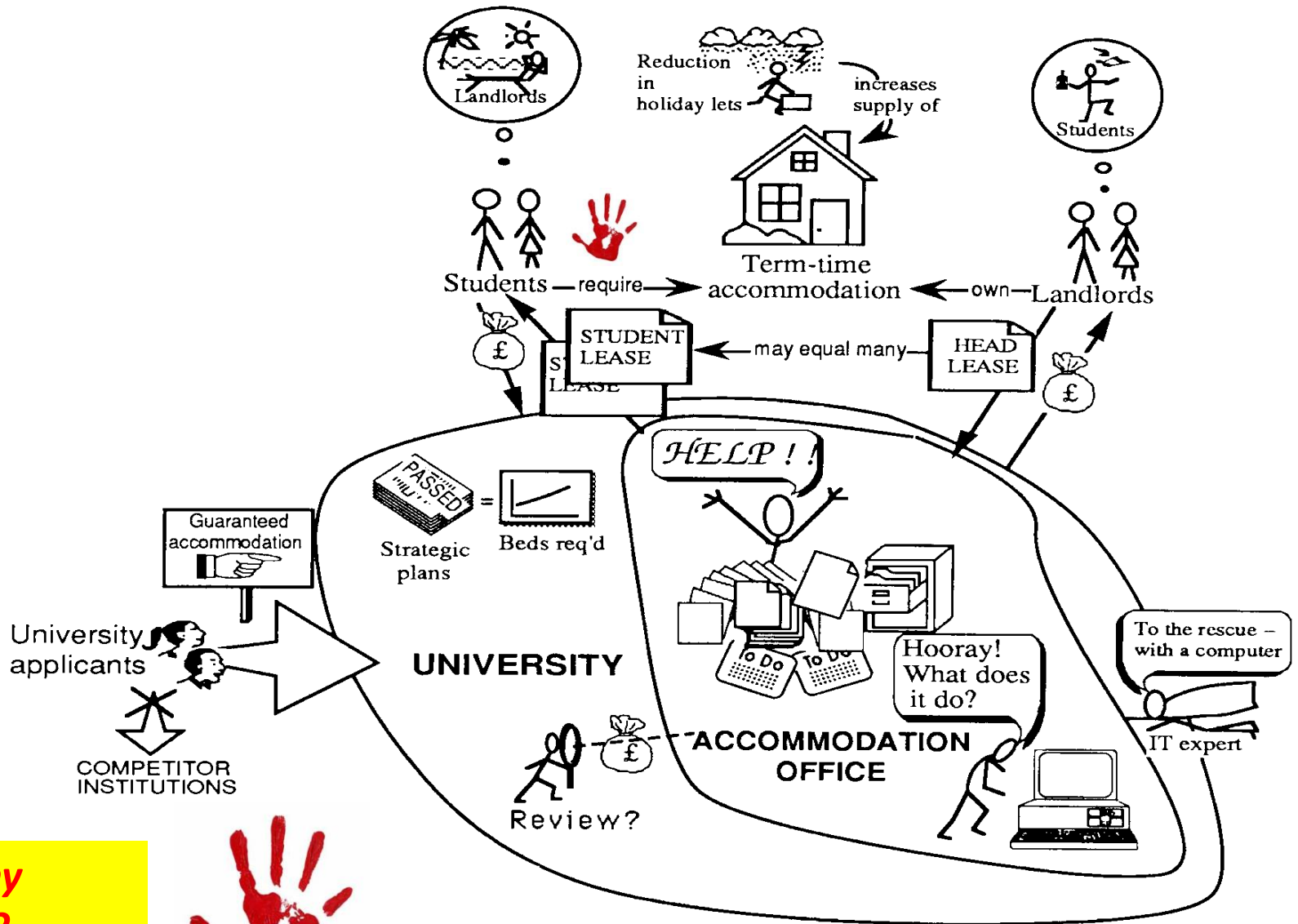
<http://www.youtube.com/watch?v=mRbE3INTyYQ>

Understanding the Divide: Rich Picture

My life journey – Purpose – Field – Divide
(patterns) (meaning) (context) (issues)

- Usually free form diagrams or “cartoons”
- They may include elements of
 - structure (e.g. the departments of a university)
 - process (e.g. studying, examining),
 - issues, concerns, or developments (e.g. implementing a quality service).
 - Agency/ Institution
 - Actors

Understanding the Divide: Rich Picture



Where's my handprint?



Personal Response to our divide

- U process journaling

U Process: 1 Process, 5 Stages

1. Co-initiating:

uncover common intent
stop and listen to others and to
what life calls you to do

2. Co-sensing:

observe, observe, observe
connect with people and places
to sense the system from the whole

3. Presencing:

connect to the source of inspiration and will
go to the place of silence and allow the inner knowing to emerge

5. Co-evolving:

embody the new in ecosystems
that facilitate acting
from the whole

4. Co-creating:

prototype the new
in living examples to explore
the future by doing

Personal response:

the place from we respond to the systemic change

Four Levels of Responding to Change



Levels of Listening

LISTENING 1: Downloading habits of judgment> reconfirming old opinions & judgments
from habits

LISTENING 2: Factual listening> disconfirming [new] data
from outside
VoJ
Open Mind

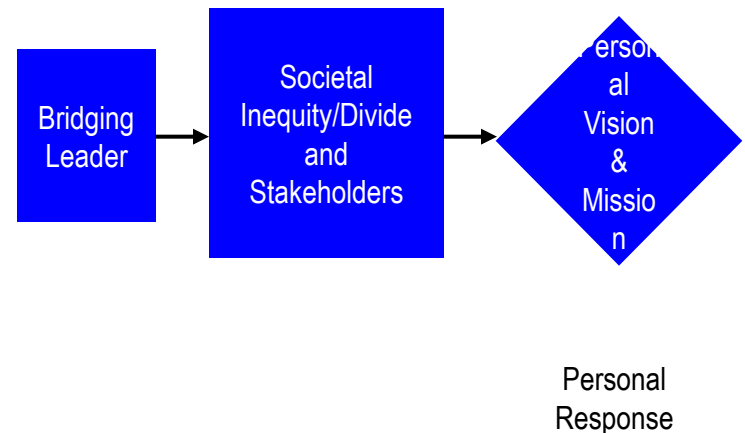
LISTENING 3: Empathic listening> seeing through another person's eyes
from within
VoC
Open Heart
emotional connection

LISTENING 4: Generative listening> connecting to an emerging future whole;
from Source
VoF
Open Will
(from the future wanting to emerge)
shift in identity and self

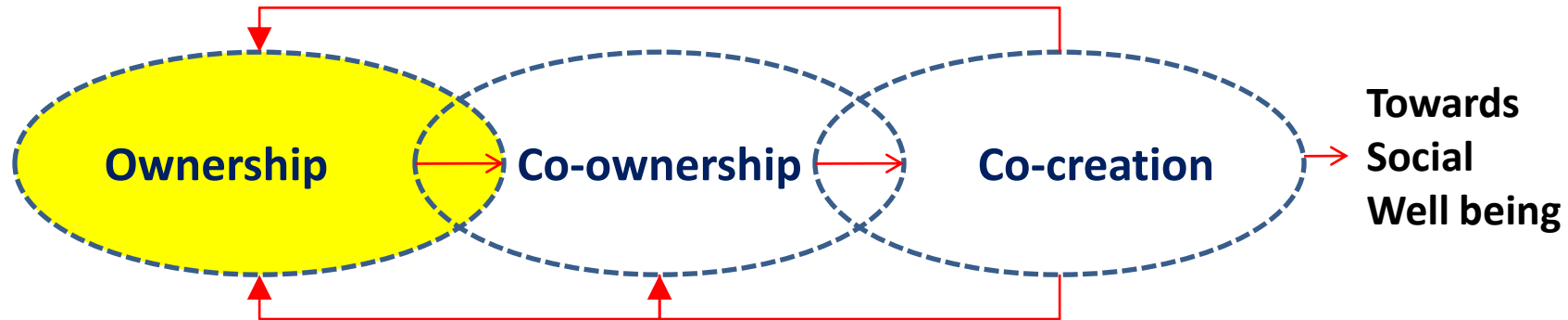
Ownership- Overview

- The Bridging Leader owns the issue
- Understands its systemic analysis and recognizes the interests of its many stakeholders
- Makes a personal response to the issue

OWNERSHIP



Bridging Leadership: Ownership



Personal Ownership & Transformation

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➤ **Life purpose**

- Understands systemic context what is it seeking from him/her

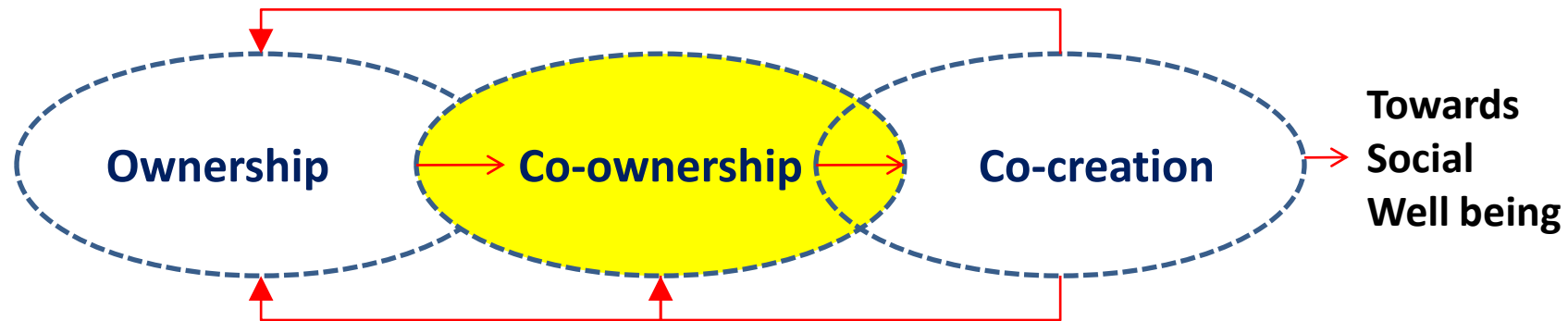
➤ **Divide**

- Makes a deep personal response to transform his/her inner and outer reality

➤ **Personal response**

Reflections

Bridging Leadership: Co-ownership



Multi-stakeholder Partnership

- Identifies and engages with other stakeholders

➤ Stakeholder Mapping

- Listens and integrates others perspectives

➤ Generative dialogue

- Facilitates space for collective reflection and ownership of divide

Would Like To Thank ...

Recipients thanked ... —————> ... these people, places and things.

All the men

A not-a Oscar a

Stakeholder Mapping & Analysis



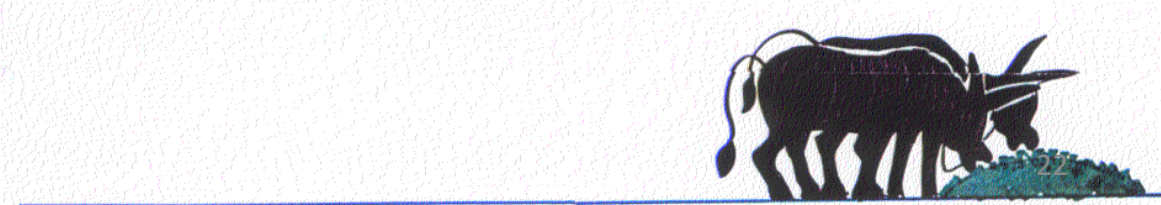
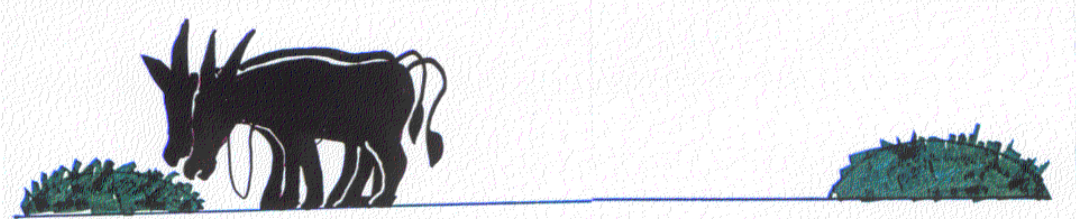
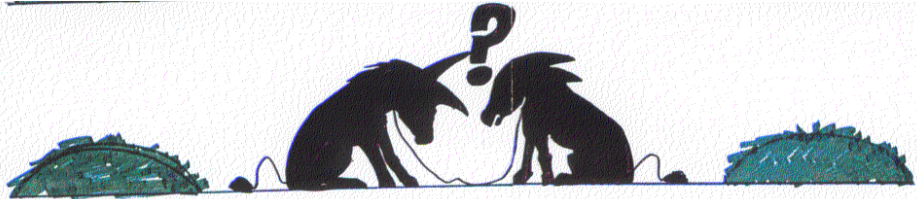
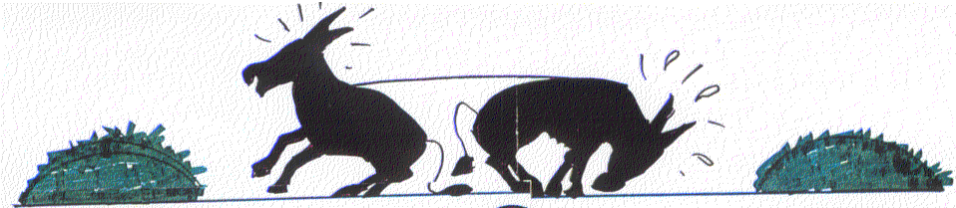
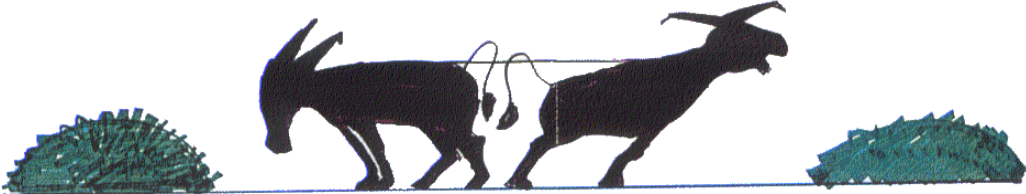
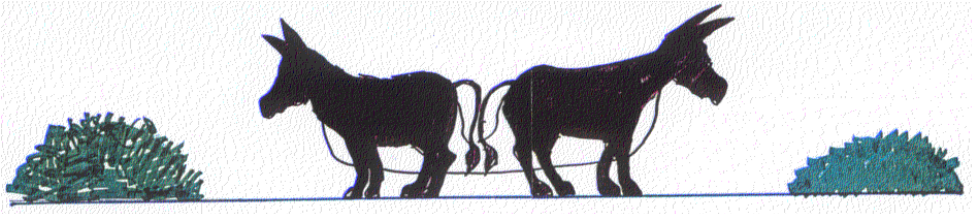
Listening => Shared Leadership

Shared Leadership

Zuben Mehta and Plácido Domingo

http://www.youtube.com/watch?v=hCBnUFseqHg&feature=player_embedded

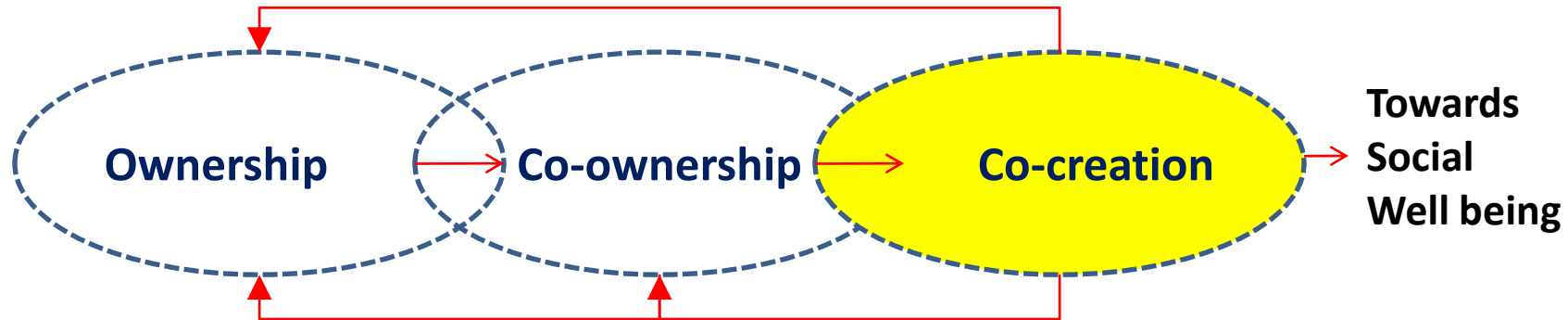
The Art of Co-ownership



Streams of Engagement

Exploration / Awareness raising	Relationship Building / Working through conflict	Deliberation / Working through tough decisions	Collaborative action – Multistakeholder, Whole System Change
<ul style="list-style-type: none"> •World Café •Conversatinon Café •Open Space •Circle Processes •Theatre of the Oppressed 	<ul style="list-style-type: none"> •Sustained Dialogue •Deep Democracy •Public Conversations Project •Participatory Action Research 	<ul style="list-style-type: none"> •AmericaSpeaks – 21st Century Town Meeting •Citizen Choicework •Citizen Deliberation Councils •Consensus Conference •Study Circles •Deliberative Polling •National Issues Forum 	<ul style="list-style-type: none"> •Appreciative Inquiry •Future Search •Change Lab •Scenario Planning

Bridging Leadership: Overview



•Safe-space for institutional and community engagement

•Prototyping platform

•New Institutional arrangements

New institutional arrangements

•Facilitates safe space across the divides & power differences

•Enables platform for social learning & innovation

•Co-creates containers leading to responsive institutions and empowered citizenry

Shifting the field...

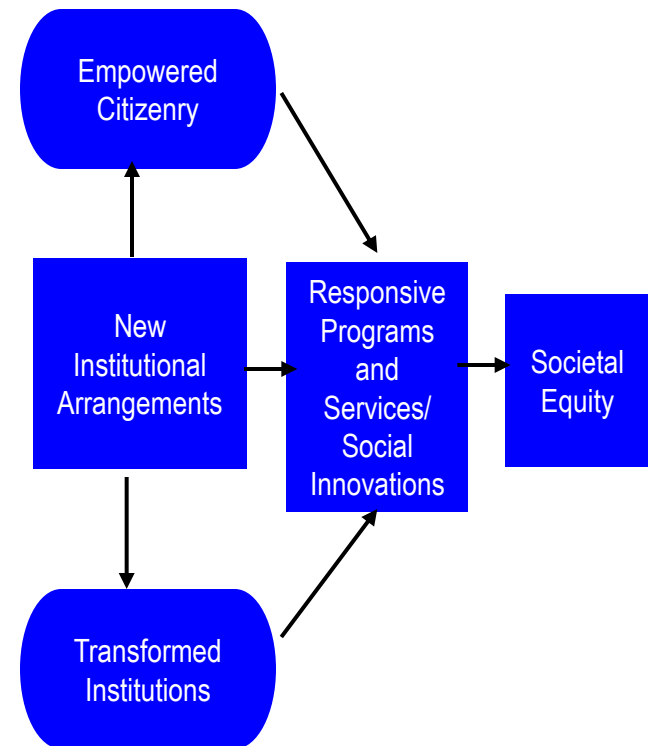
Movie clip
Gram vikas story

<http://www.youtube.com/watch?v=gGZxssC7Bac>

The Bridging Leadership Process: Co-Creation

- New institutional arrangements are new & innovative rules for & ways of doing things
- Over time, the new arrangements that are inclusive, accountable & transparent lead to more empowered citizens & more responsive institutions
- Empowered citizens & responsive institutions, supported by new arrangements, collaborate on responsive programs & services that bring about societal equity

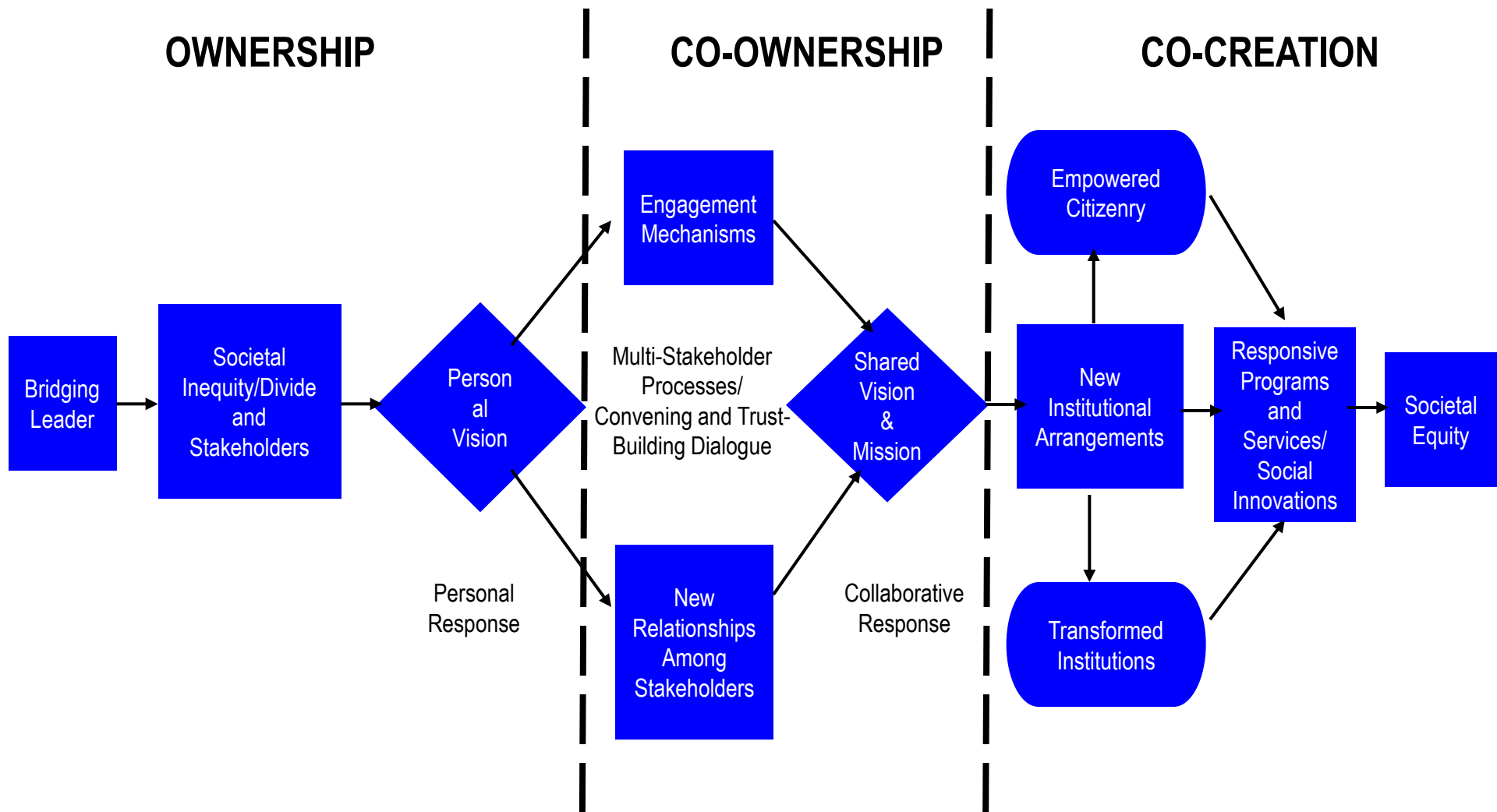
CO-CREATION



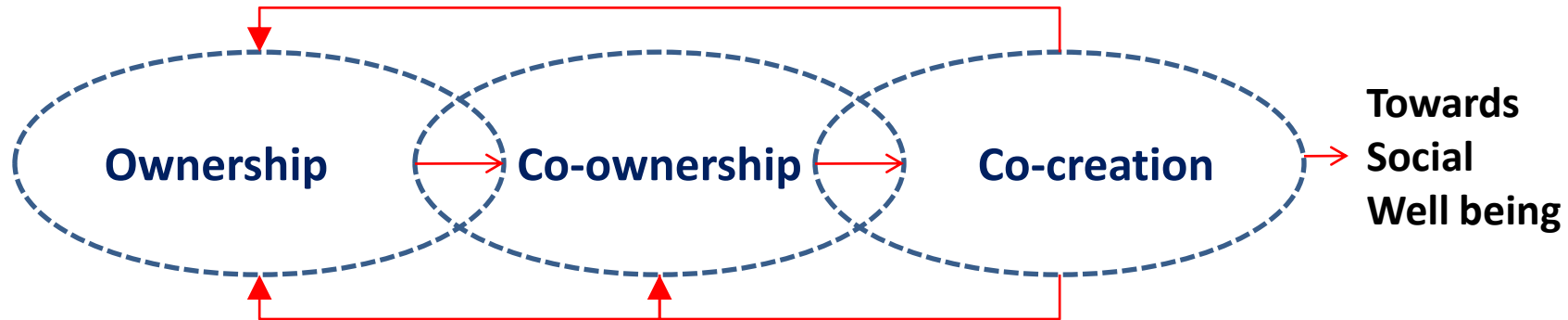
Case-clinic

Synergos story

Bridging Leadership Process: Overview

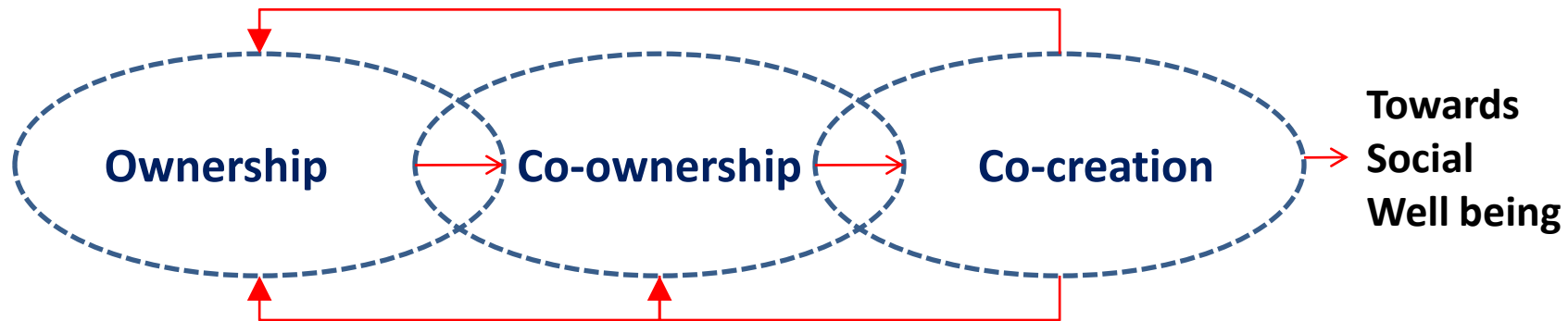


Bridging Leadership: Overview



Personal Ownership & Transformation	Multi-stakeholder Partnership	New institutional arrangements
<ul style="list-style-type: none"> •Reflects on his/her life journey, gifts and inner divides •Understands systemic context what is it seeking from him/her •Makes a deep personal response to transform his/her inner and outer reality 	<ul style="list-style-type: none"> •Identifies and engages with other stakeholders •Listens and integrates others perspectives •Facilitates space for collective reflection and ownership of divide 	<ul style="list-style-type: none"> •Simultaneously engages with institutions and communities across the divides & power differences •Facilitates safe space to enable social learning & innovation •Co-creates containers leading to responsive institutions and empowered citizenry

Bridging Leadership: Essence



What are the underlying assumptions/ principles?

Personal Ownership & Transformation	Multi-stakeholder Partnership	New institutional arrangements
<ul style="list-style-type: none"> •Self-awareness and authenticity •Systemic awareness of the divide •Personal response from deep sense of purpose •Cultivating practices for inner transformation 	<ul style="list-style-type: none"> •Complex issues need partnerships across divides •Inclusion- of those most impacted •Listening with empathy •Relationship and trust thru informal networks •Being a medium- Idea has its own life (divine child) •Nurture social capital 	<ul style="list-style-type: none"> •Letting go- ego & time boundaries •Safe space for the new to emerge •Balancing power differences (coalitions) •Improving access & equity requires both both top-down & bottom-up change •Shared leadership

Application

- At personal level:
 - Divide
 - Task
 - Role
- At internal organization/team level
 - Divide
 - Task
 - Role
- At external work context
 - Divide
 - Task
 - Role

Extra slides

Stakeholder Analysis

Three Criteria for Determining the Relative Importance of a Stakeholder Group:

- is in a position to damage or weaken the political support for decision makers/organizations in addressing the divide;
- is in a position to support/strengthen the political support for decision makers;
- is neutral about the resolutions of the divide; can be influence to support or weaken political support in addressing the divide.

Stakeholder Analysis Matrix

Stakeholder	Group's Interest in Issue <i>(What bring us here?)</i>	Resources Available <i>(What do we bring?)</i>	Mobilization Capacity <i>(What else? + Who else)</i>	Position on Issue
Name of Stakeholder Group	<p>Estimate of the level of interest of the group in the issue (e.g., high to low).</p> <p>It is also useful to indicate exactly what those interests are.</p>	<p>Summary of resources held by the group or to which it has access. (These may include financial, information, status, legitimacy, coercion.)</p> <p>Include specifics.</p>	<p>Estimate of which and how easily a group can mobilize resources and other people in pursuit of objectives</p> <p>(May be defined as high to low or may use quantitative indicators such as +5 to -5.)</p>	<p>Estimate of the group's position on the issue.</p> <p>(E.g., pro or con, or positive to negative, or nominal quantitative measures such as +3 to -3.)</p>

Open Space Technology

www.openspaceworld.org

- Emerged from an observation that the most interesting and useful moments of formal conferences tended to occur during the recesses or coffee breaks.
- Ruled by the “law of mobility” or “Law of two feet” – People who find themselves in situations where they are not learning or contributing anything have the responsibility to remove themselves and find move to another place where they feel their participation takes on greater value.
- Based on systems theory principles
 - Principle of self-organizing systems
 - Order emerges out of chaos

Open Space Technology

www.openspaceworld.org

- **OSP states four principles:**
 - 1. Whoever comes are the right people**
(emphasizes the capacity and wisdom of those present to achieve solutions)
 - 2. Whatever happens is all that could have happened**
(Helps to keep focus on the present rather than constantly wondering what could have happened differently)
 - 3. In the end, whenever it begins is when it should begin**
(Reminds us that creativity can not be controlled)
 - 4. When it's over, it's over**
(Encourages people to continue discussions as long as there is energy to continue...sessions can end up shorter or longer than planned)

Open Space Technology

www.openspaceworld.org

- Description of methodology:
 - Seek to have the “whole system” present in an event to address a general issue
 - Rather than having a preestablished agenda, the agenda emerges from the group with the general question: “with regard to the general issue to be discussed, what specific issues or ideas would you like to talk about?”
 - Everything counts. People briefly describe the issue or idea they are interested in discussing
 - Every issue identified is written down on a card and posted on the wall
 - After all ideas are gathered, the cards are grouped by similarity and then each topic or issue cited is presented to see who else is interested in talking about it. Names are jotted down and the topics are assigned times and breakout rooms
 - In each group, a person is named to report back in plenary summarizing the conversation and outcomes