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

Manish Srivastava
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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

<table>
<thead>
<tr>
<th>Who</th>
<th>How</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inner state of an artist</td>
<td>Creative process</td>
<td>Creative form</td>
</tr>
<tr>
<td>Individuals with a deep sense of purpose</td>
<td>Partnership &amp; networks</td>
<td>Social equity</td>
</tr>
<tr>
<td>Personal Ownership &amp; Transformation</td>
<td>Multi-stakeholder Partnership</td>
<td>New institutional arrangements</td>
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</tbody>
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**Artist’s world**

**Social world**

**Towards Social Well being**

**Ownership** → **Co-ownership** → **Co-creation**

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Manish Srivastava
Bridging Leadership: Ownership

Personal Ownership & Transformation

- 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

Life purpose

Divide

Personal response

Towards Social Well being
Discovering our life purpose

Movie clip
Bagger vance

http://www.youtube.com/watch?v=mRbE3lNTyYQ
Understanding the Divide: Rich Picture

- 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
Where’s my handprint?

Manish Srivastava
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

4. Co-creating:
   prototype the new in living examples to explore
   the future by doing

5. Co-evolving:
   embody the new in ecosystems
   that facilitate acting from the whole
**Personal response:**
the place from we respond to the systemic change

**Four Levels of Responding to Change**

1. Reacting: quick fixes
2. Redesigning: policies
3. Reframing: values, beliefs
4. Regenerating: sources of commitment and energy
Levels of Listening

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

LISTENING 2: from outside
  Factual listening
  noticing differences
  disconfirming [new] data
  Seeing through another person’s eyes
  Emotional connection

LISTENING 3: from within
  Empathic listening
  Open Mind
  Reconfirming old opinions & judgments
  Downloading habits of judgment
  Emotional connection

LISTENING 4: from Source
  Generative listening
  (from the future wanting to emerge)
  Open Will
  Connecting to an emerging future whole;
  Shift in identity and self
  Seeing through another person’s eyes
  Emotional connection
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
Bridging Leadership: Ownership

Personal Ownership & Transformation

- 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

- Life purpose
- Divide
- Personal response

Towards Social Well being
Bridging Leadership: Co-ownership

Ownership ➔ Co-ownership ➔ Co-creation ➔ Towards Social Well being

Multi-stakeholder Partnership

• Identifies and engages with other stakeholders
• Listens and integrates others perspectives
• Facilitates space for collective reflection and ownership of divide

➢ Stakeholder Mapping
➢ Generative dialogue
Stakeholder Mapping & Analysis

What’s my social capital?
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

<table>
<thead>
<tr>
<th>Exploration / Awareness raising</th>
<th>Relationship Building / Working through conflict</th>
<th>Deliberation / Working through tough decisions</th>
<th>Collaborative action – Multistakeholder, Whole System Change</th>
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</thead>
<tbody>
<tr>
<td>World Café</td>
<td>Sustained Dialogue</td>
<td>AmericaSpeaks – 21st Century Town Meeting</td>
<td>Appreciative Inquiry</td>
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<td>Conversation Café</td>
<td>Deep Democracy</td>
<td>Citizen Choicework</td>
<td>Future Search</td>
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<td>Open Space</td>
<td>Public Conversations Project</td>
<td>Citizen Deliberation Councils</td>
<td>Change Lab</td>
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<td>Circle Processes</td>
<td>Participatory Action Research</td>
<td>Consensus Conference</td>
<td>Scenario Planning</td>
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<td>Theatre of the Oppressed</td>
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<td>Study Circles</td>
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<td>Deliberative Polling</td>
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<td>National Issues Forum</td>
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Philip Thomas & Bettye Pruitt
Bridging Leadership: Overview

Ownership → Co-ownership → Co-creation

Ownership

Co-ownership

Co-creation

New institutional arrangements

• Safe-space for institutional and community engagement
• Prototyping platform
• New Institutional arrangements

Towards Social Well being

• 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 doings 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
Case-clinic

Synergos story
Bridging Leadership Process: Overview

OWNERSHIP

Bridging Leader
Societal Inequity/Divide and Stakeholders
Person al Vision
New Relationships Among Stakeholders
Personal Response

CO-OWNERSHIP

Engagement Mechanisms
Multi-Stakeholder Processes/Convening and Trust-Building Dialogue
Shared Vision & Mission
New Institutional Arrangements
Collaborative Response

CO-CREATION

Empowered Citizenry
Responsive Programs and Services/Social Innovations
Transformed Institutions

Societal Equity

AIM – TeaM Energy Center for Bridging Societal Divides, Manila

28
## Bridging Leadership: Overview

### Ownership → Co-ownership → Co-creation → Towards Social Well being

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| • 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 | • Identifies and engages with other stakeholders  
  • Listens and integrates others perspectives  
  • Facilitates space for collective reflection and ownership of divide | • 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?

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<td>• Self-awareness and authenticity</td>
<td>• Complex issues need partnerships across divides</td>
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<tr>
<td>• Systemic awareness of the divide</td>
<td>• Inclusion- of those most impacted</td>
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<td>• Personal response from deep sense of purpose</td>
<td>• Listening with empathy</td>
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<td>• Cultivating practices for inner transformation</td>
<td>• Relationship and trust thru informal networks</td>
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<td></td>
<td>• Being a medium- Idea has its own life (divine child)</td>
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<td></td>
<td>• Nurture social capital</td>
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<td></td>
<td>• Letting go- ego &amp; time boundaries</td>
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<td></td>
<td>• Safe space for the new to emerge</td>
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<td></td>
<td>• Balancing power differences (coalitions)</td>
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<td></td>
<td>• Improving access &amp; equity requires both both top-down &amp; bottom-up change</td>
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<td></td>
<td>• Shared leadership</td>
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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

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<tbody>
<tr>
<td>Name of Stakeholder Group</td>
<td>Estimate of the level of interest of the group in the issue (e.g., high to low). It is also useful to indicate exactly what those interests are.</td>
<td>Summary of resources held by the group or to which it has access. (These may include financial, information, status, legitimacy, coercion.) Include specifics.</td>
<td>Estimate of which and how easily a group can mobilize resources and other people in pursuit of objectives (May be defined as high to low or may use quantitative indicators such as +5 to -5.)</td>
<td>Estimate of the group’s position on the issue. (E.g., pro or con, or positive to negative, or nominal quantitative measures such as +3 to -3.)</td>
</tr>
</tbody>
</table>

Source: Stakeholder Analysis by Derick W. Brinkerhoff and Benjamin L. Crosby
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
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