

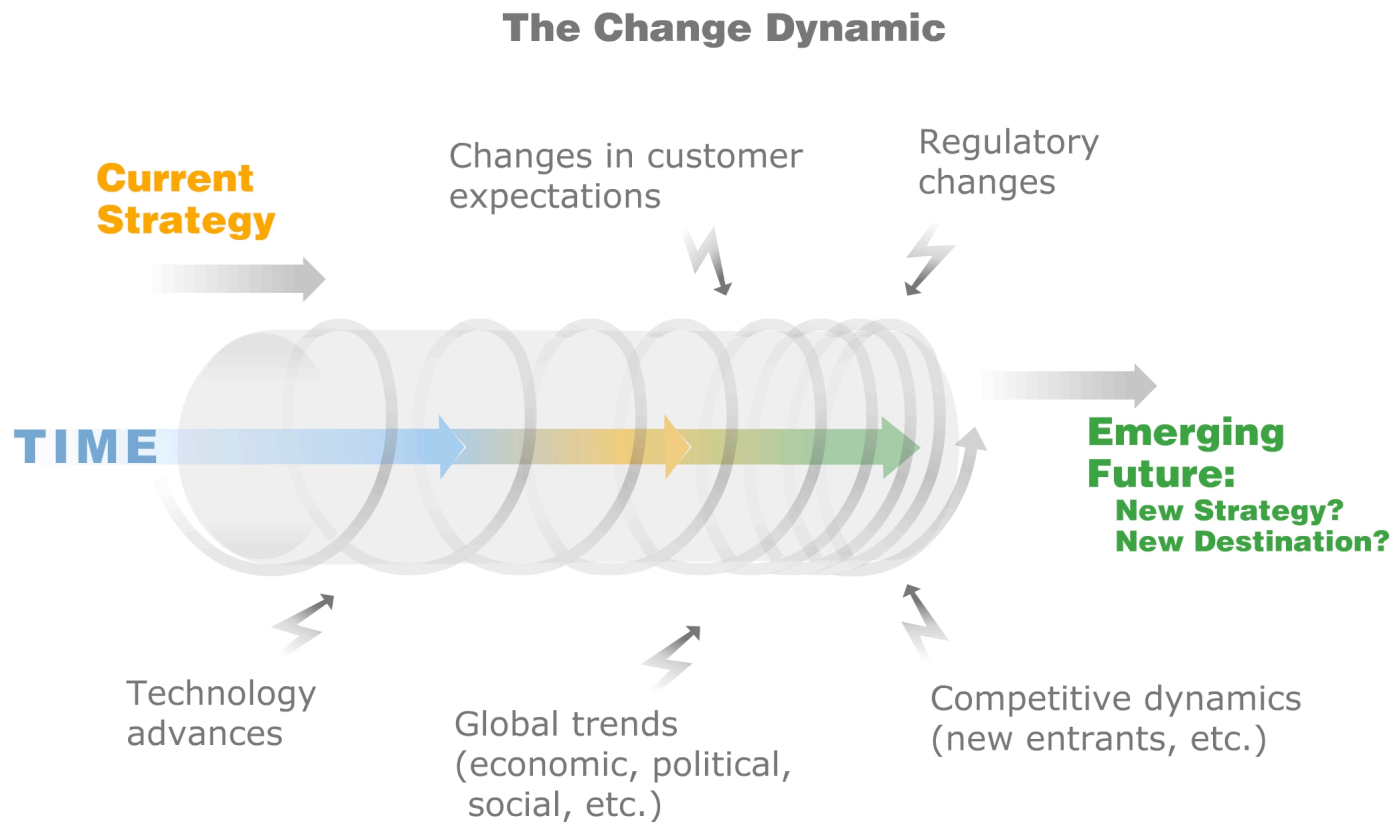
Generating the *Collective Will* to Create the Future We Want

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Assumption: We need more flexible, adaptive organizations that can deal with constant change and uncertainty.

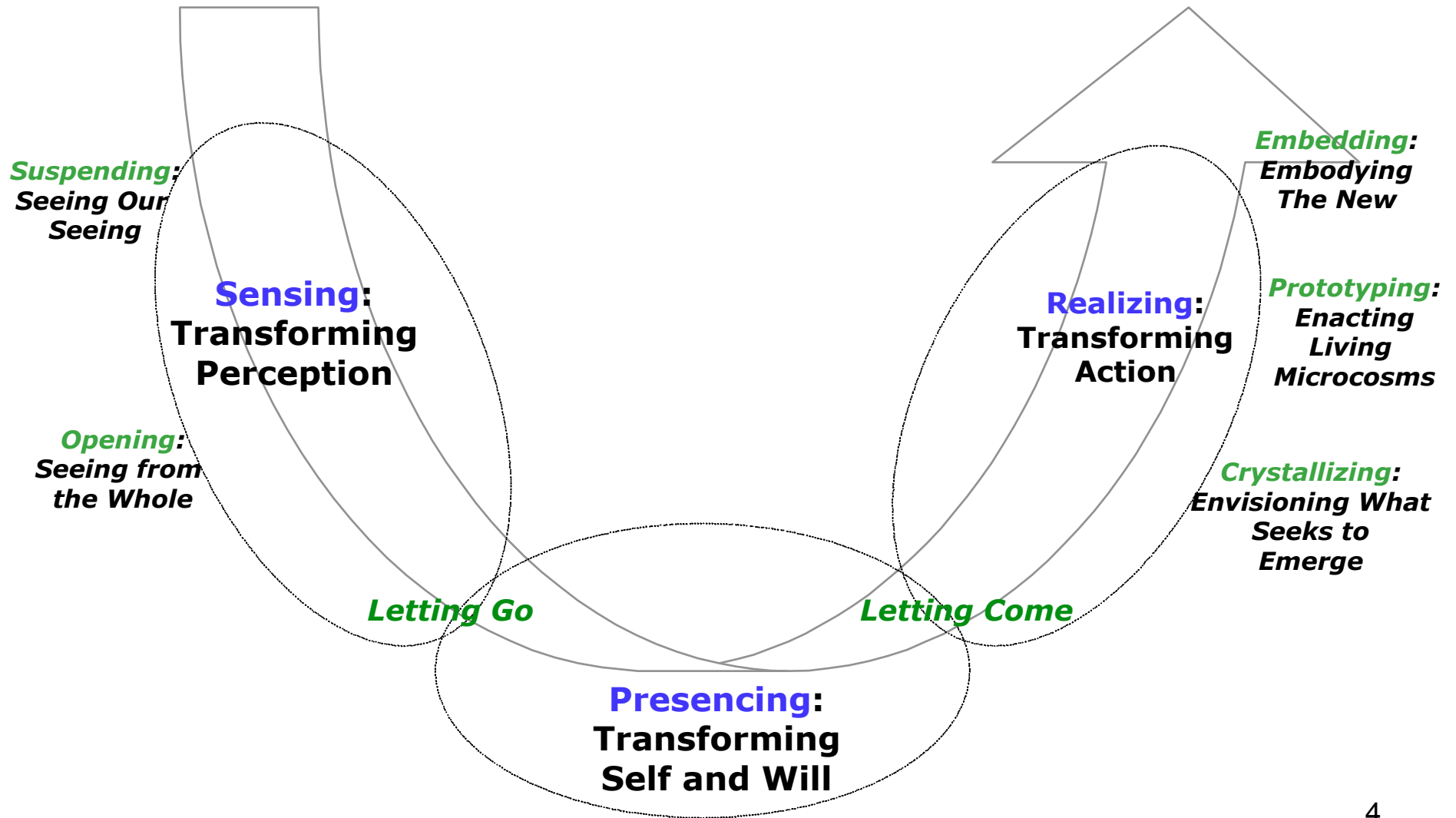


Assumption: Systemic transformation is the result of personal transformation...



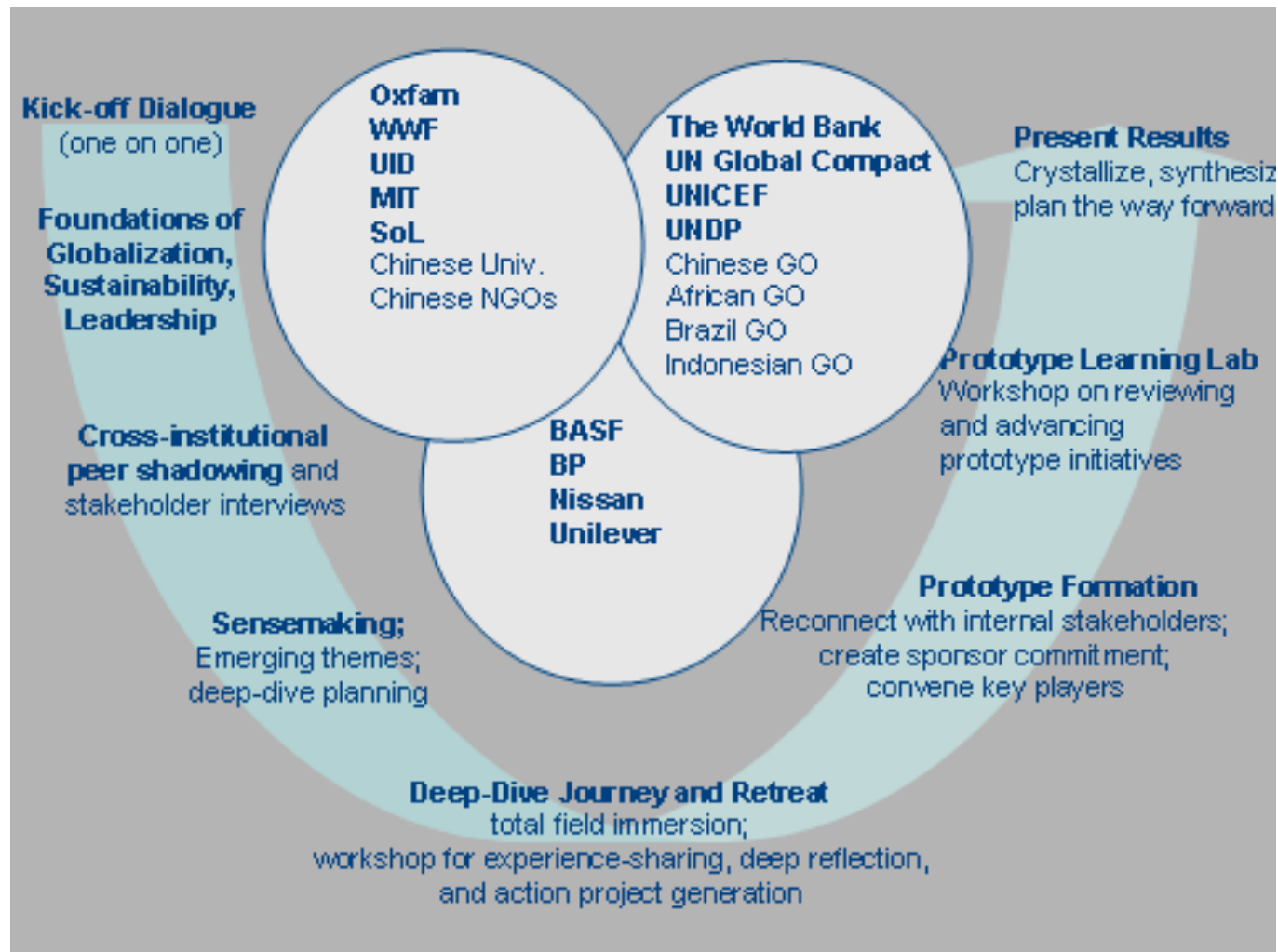
...How do we link personal transformation to the collective?

U-Theory: 3 Spaces, 7 Capacities



[Adapted from the work of C. Otto Scharmer]

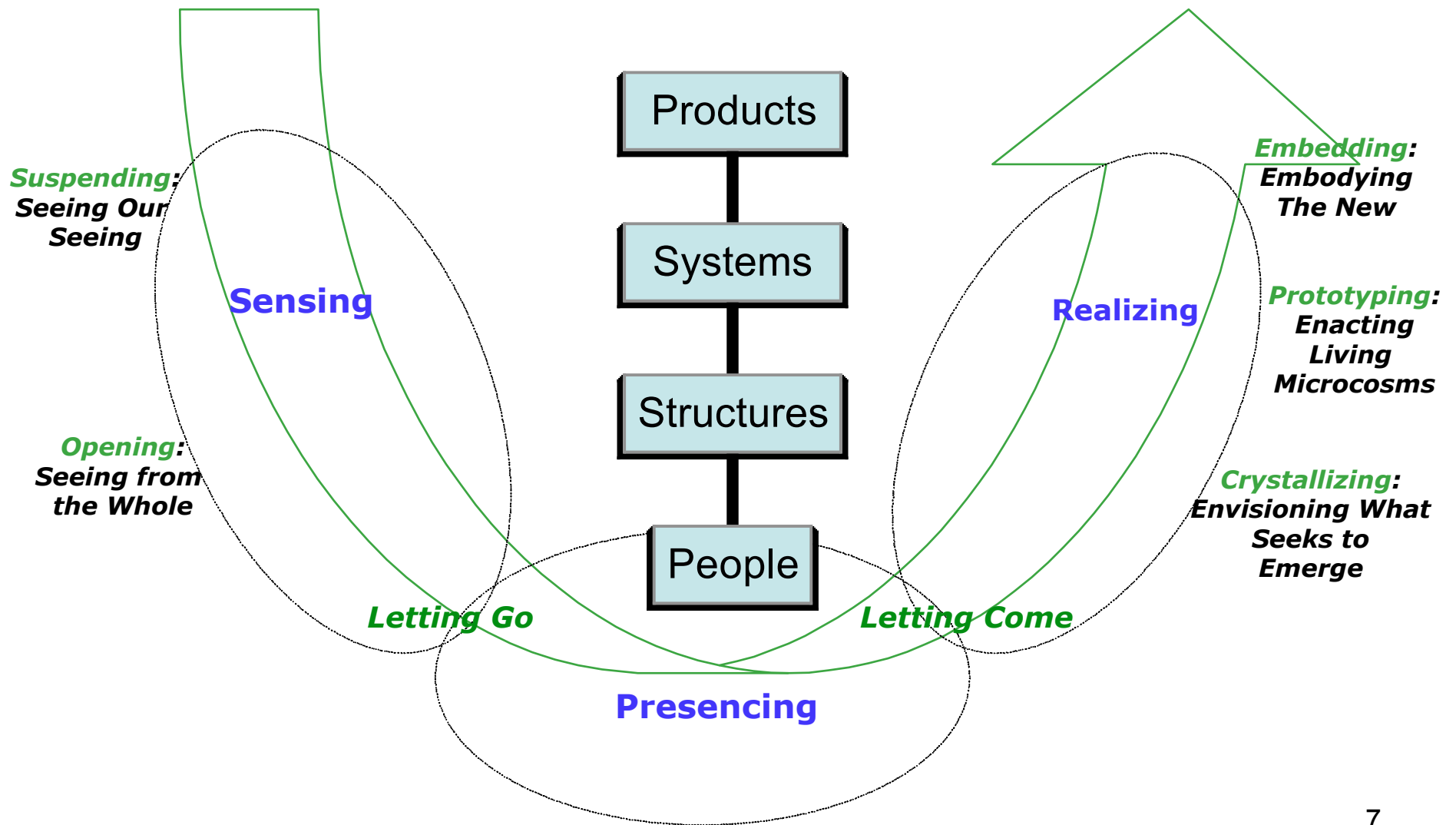
Other U-Methods: ELIAS Cross-Sector Innovation Project



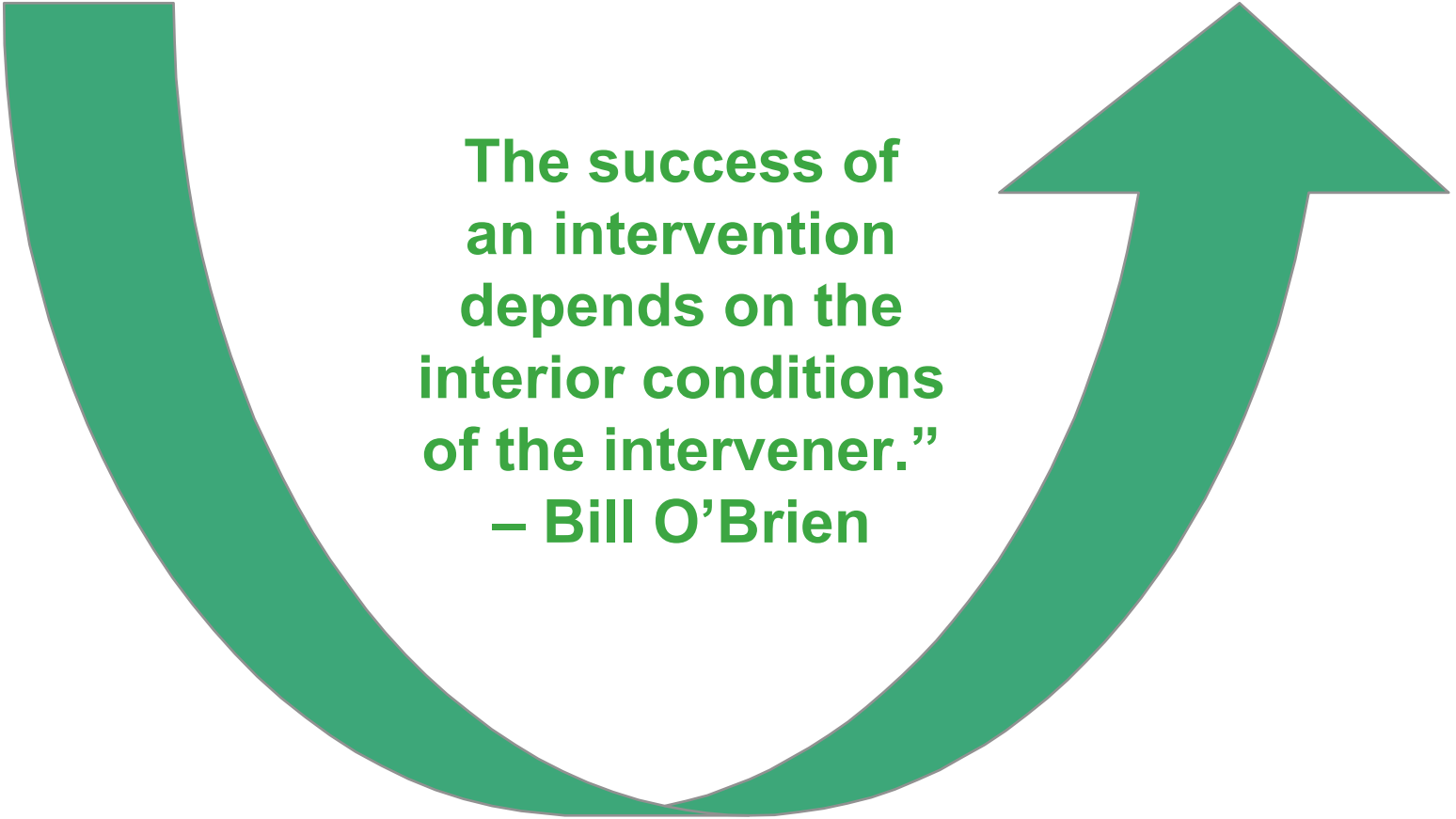
The Need: Social Innovation

- Definition:
 - Shared aspiration + collective wisdom + collective value creation
- Examples of social innovation:
 - Oxfam
 - Microfinance
 - Linux operating system
 - Wikipedia
 - Fair Trade
 - Amnesty International

Layers of Social Innovation



[Adapted from the work of C. Otto Scharmer and Henry Mintzberg]



**The success of
an intervention
depends on the
interior conditions
of the intervener.”
– Bill O’Brien**

Enablers of Social Innovation

- A questioning attitude
- Ability to form internal and external networks
- Ability to live with uncertainty and ambiguity

The Opportunity: To 'Be' the Changes We Wish to See

- The human capacity to adapt and innovate is boundless:
 - Our **collective wisdom** and **creativity**
 - Our natural tendency to generate **well-being**
 - The transformational power of our **aspiration** and **will**
- We can tap the “**source**” of leaders’ individual and collective capacities to not only deal with the problems facing us today, but to create the future we want.

Approach: Self as the Gateway

- Research shows that failure to address the “**exterior**” obstacles is most often due to “**interior**” barriers within ourselves.
- Our approach is thus to focus on the self as the gateway to transformation, and through it, to **transform our ways of being as a collective.**

Approach: Engaging the Whole System—Working Across ‘Boundaries’

- We need to move from independent, institutional action, to **cross-institutional collaboration**.
- This requires us to cultivate both the **relational** and **structural** capacities to work together across ‘boundaries’ in achieving **shared aspirations**.

The Work: Integrating the Personal, Relational, and Systemic

- We cultivate social innovation capacities on **three *interdependent dimensions***:
 - Individual
 - Collective
 - Systemic (structures and environments)
- Menlo Lab intends to advance ‘answers’ to the following questions:
 - What **conditions** (personal, relational, and contextual) allow people to collaborate effectively across 'boundaries' so as to generate social innovation?
 - What individual and collective leadership **capacities** are required to create the 'right' conditions?
 - What types and means of **support** are needed to enable leaders to sustain change, over time?

Menlo Lab Network

- Multi-disciplinary, **self-organizing** network of practitioners and consultants from:
 - Corporate
 - Healthcare
 - Education
 - Government
 - Civic

Social Innovation: Action Research at Menlo Lab

- Aimed at addressing both the relational and systemic causes of '**persisting crises**'
- Engage leaders from each of the interdependent systems within our communities (education, healthcare, business, government, etc.), in **co-evolving solutions** together
- Use guided **learning** and **change intervention** process:
 - Action research
 - Development and experimentation with new social technologies
 - Capacity building
 - Coaching and ongoing support

Principles of Relationally-centered Social Innovation

Source of Innovation:

- Over 70% of change efforts fail within individual institutions.
- Change begins on the inside, with what we love and dream and aspire to create.
- We must give 'space' for reflection and dialog to surface and 'crystallize' our intentions (what we want) and our will (what we are determined to do)--as individuals and collectives.

Approach to Innovation:

- Approaching change from within existing structures and current realities often produces limiting results.
- We need to allow ourselves to start 'fresh', to first imagine and then more deeply see what and how to build the futures we dream of.

Foundation of Innovation:

- The 'solutions' to even our most complex challenges are already within us, along with the passion to address them.
- We simply need to shift the typically mechanistic, command-and-control place from which we operate to instead draw from our 'collective wisdom' and what we care about most, and then to allow this 'source' within us to guide our actions.

Enactment of Innovation:

- We are very good at initiating change; but we are not so good at sustaining it over time.
- We need to embed practices and support systems that allow individuals and collectives to 'hold' the sources of their energy and commitment throughout the change process, and to nurture those behaviors and capacities that allow for continual regeneration.

Mini-Case: Duarte

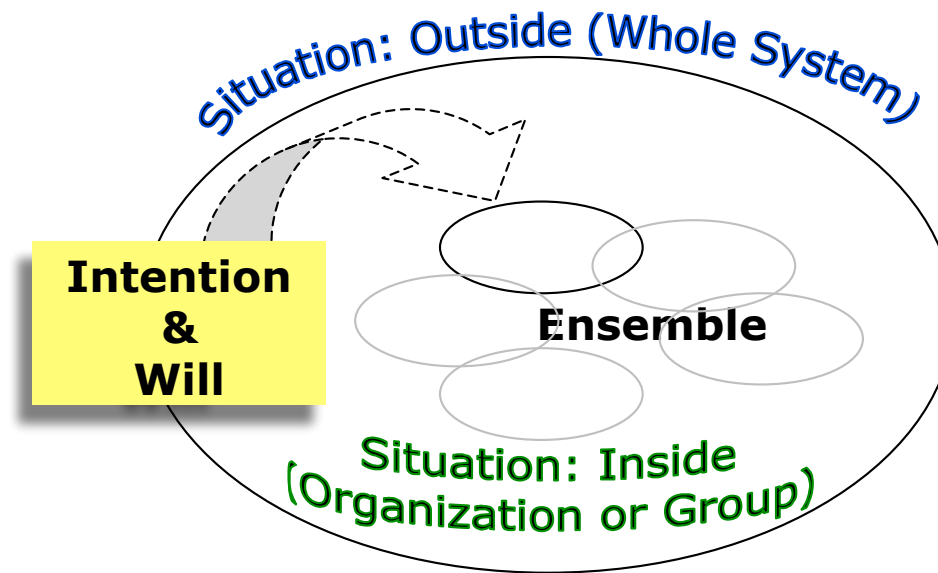
BE, KNOW, DO

- Show me the data...Please?
- Values and Beliefs
- Shared Purpose

Sacred Leadership

- Mission to serve the common good
- The role of values
- Present and future focus
- Enlisting of others

Surfacing the Will for Change



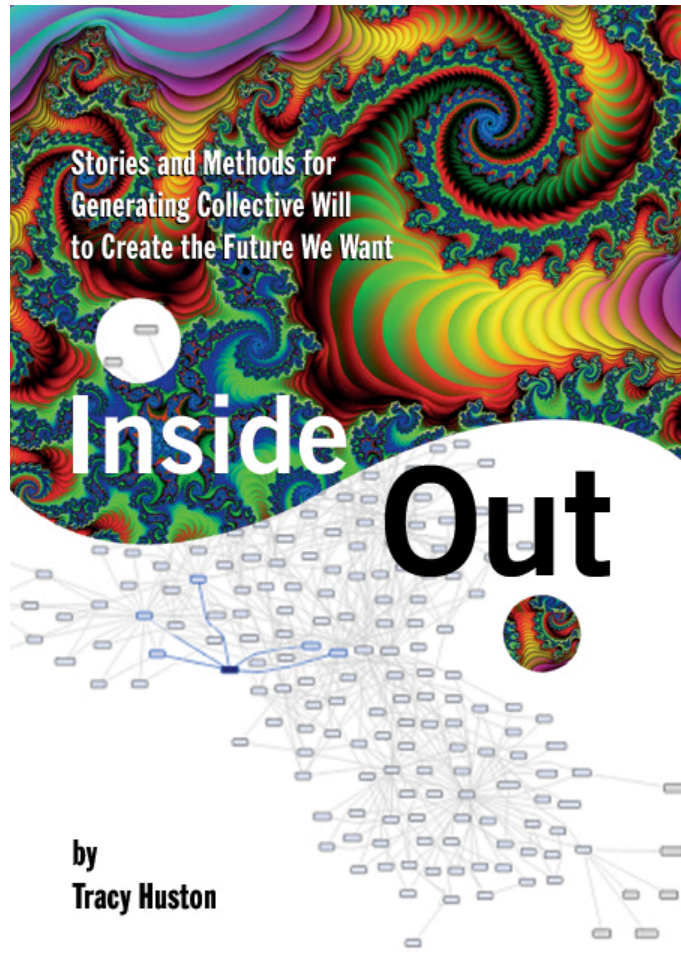
Activity: Will & Counter-Will

1. Physical “de-mechanization” meditation
2. Will
3. Counter-will
4. Shared will: common and differing themes

Getting to Collective Transformation

- Synthesizing “**shared will**”
- Weaving a “**shared story**” of current reality (emotional, relational, spiritual)
- Crystallizing “**real work**”
- Creating “**holding spaces**” for collective enactment

Pathways to Co-Creation of the Future We Want



**For more about the methods
described, or more about
Menlo Lab,
see the book or write to:**

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