

The Leader's Journey

Framing the Future for Breakthrough

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In2:IN Forum - April 2009

Menlo Lab: Reframing Business & Leadership Approaches



New Approaches for New Challenges

- Increased complexity
- Rate of change accelerating
- Sufficient solutions to complex problems do not yet exist
- Loss of motivation and retention issues



- What is the best **process** for generating significant and sustainable change?
- What is the **role** of leaders in living communities of humans in creating what we want *together*?

Reframing the Scope of the ‘Problem’

“If you can’t solve a problem, enlarge it.”

We need to:

- Redefine what comprises the “whole system”—from organizational systems to communities/societies.
- Encompass both the structural and human/relational aspects of the “system”.

What We Do

Engage leaders from all parts of the system in:

- Expanding our ways of **seeing** both the challenges and opportunities
- Connecting to what matters most (the ‘real work’), and our **aspirations** for the future
- Co-evolving shared, whole system **vision**
- Testing innovations through rapid **prototyping**
- Developing individual and shared **capacity** to sustain changes over time

Menlo Lab Whole System Change Projects: Learning in Action



Detroit, Michigan



Taos, New Mexico



Los Angeles, California



LA Youth

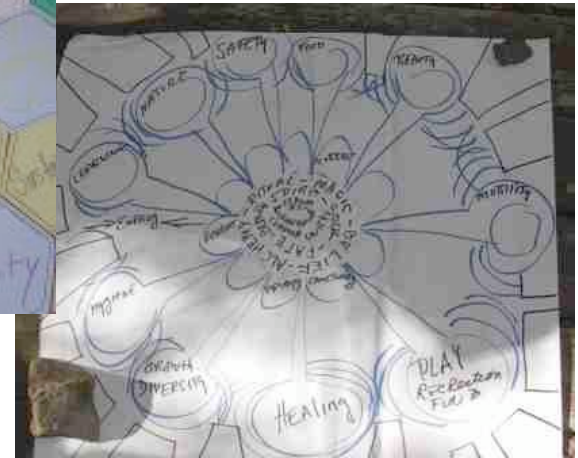


Menlo Principles

Inside-out



Whole system



Learning-in-Action

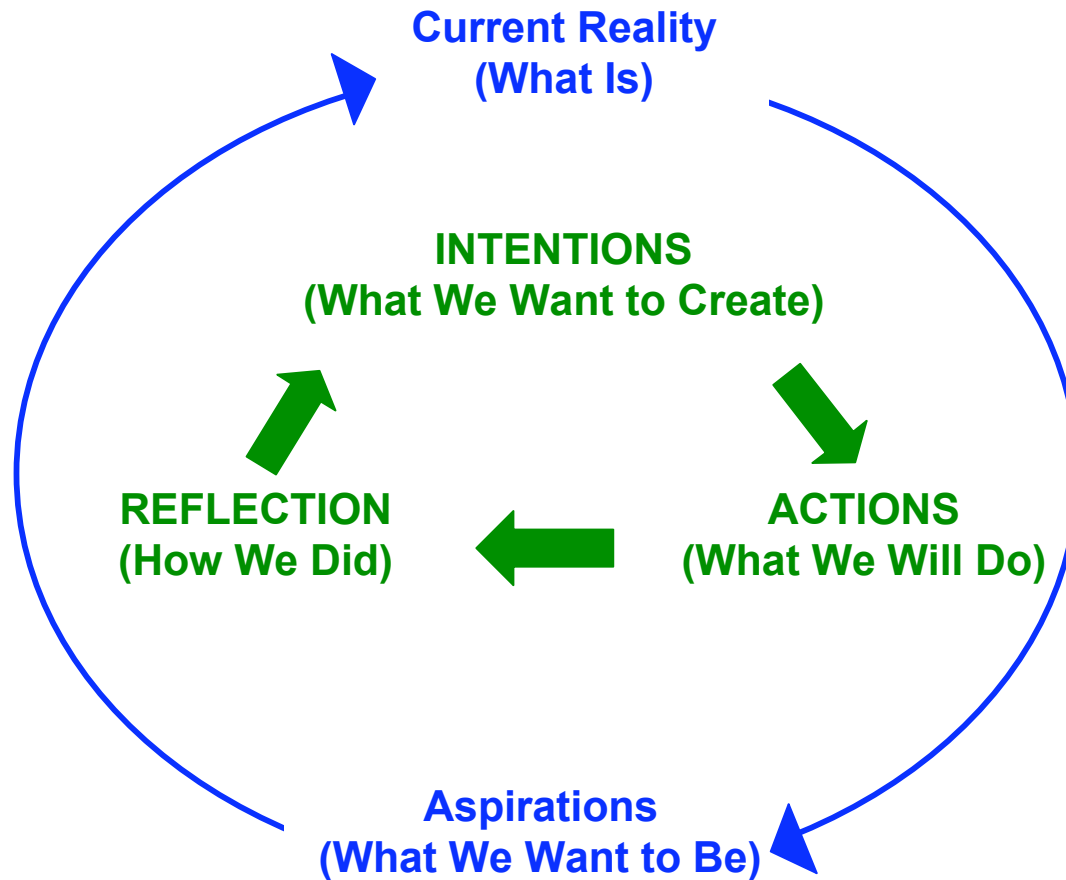


Sustainability

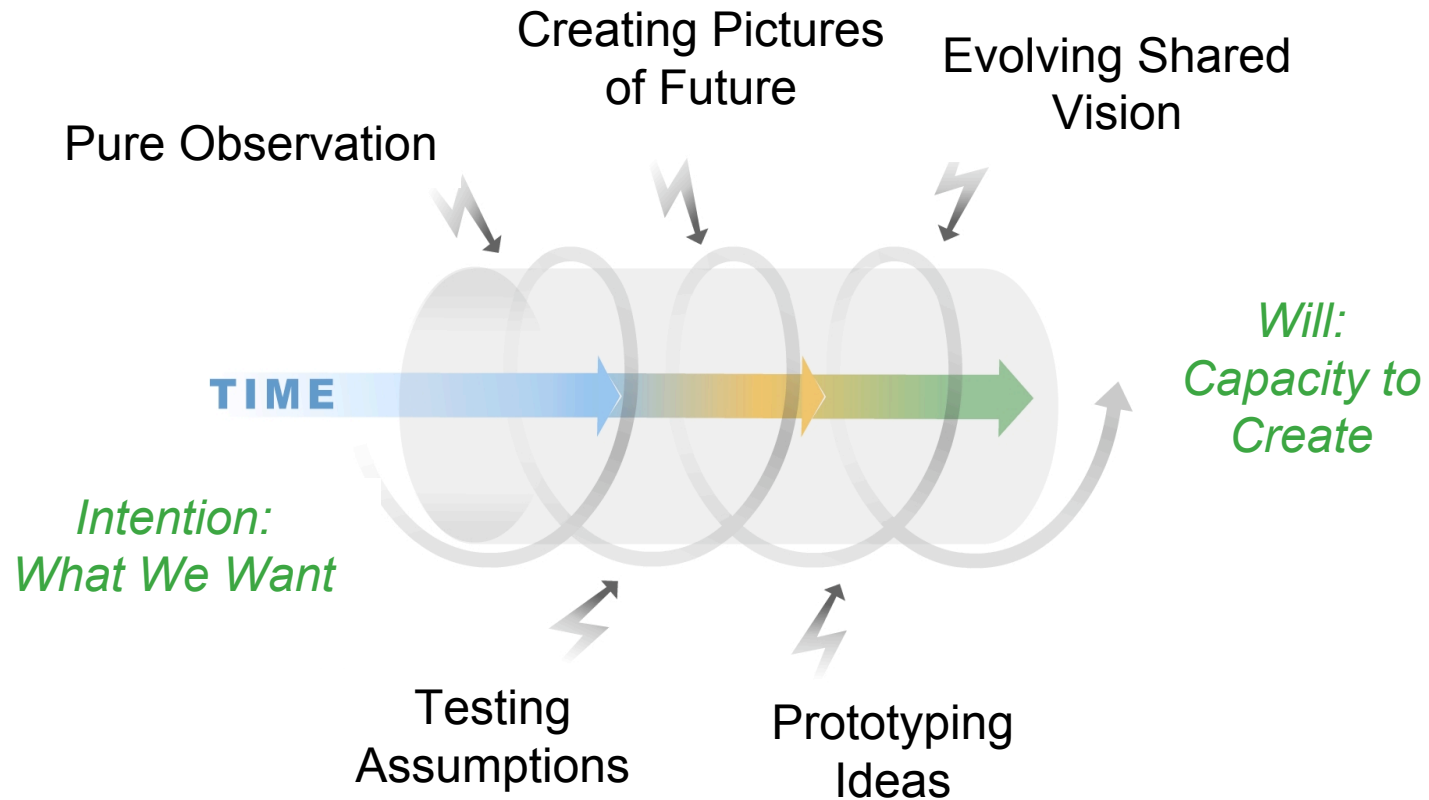


Process of Change

Assumption: We have the collective wisdom within us to solve even the most complex problems and generate profound breakthroughs.



Menlo Pathway



Shared Pictures of Current Reality and Aspirations

DETROIT RESIDENTS' PRIORITIES

- Safety
- Fellowship
- Sustenance
- Health and well being



Requests:

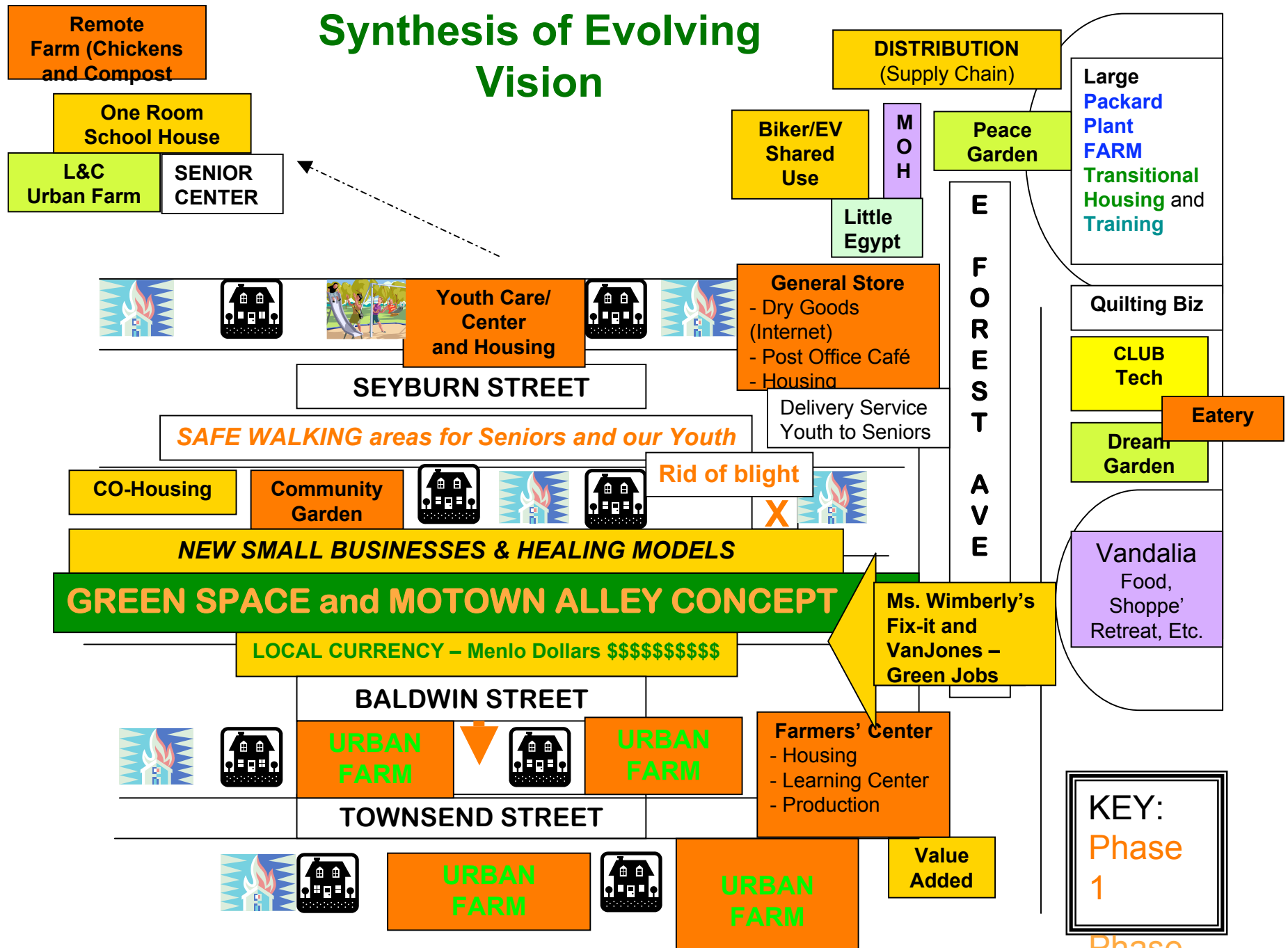
- “Get rid of the blight” (burned down houses and alleys)
- Meaningful “work” and support of small business creation
- Alternative to public schools for youth
- Healthy food available locally; local eatery
- Ability to get dry goods; locally-based services
- Access to healthcare; lifestyles that generate health
- Living in harmony with nature; ecological sustainability
- Connection with neighbors, as a community
- Ways of living and housing alternatives that allow better care for children and elders, and that keep costs down
- Playground in the neighborhood

Letting Shared Vision Evolve

Drawing shared
pictures of the
future...




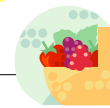








Synthesis of Evolving Vision



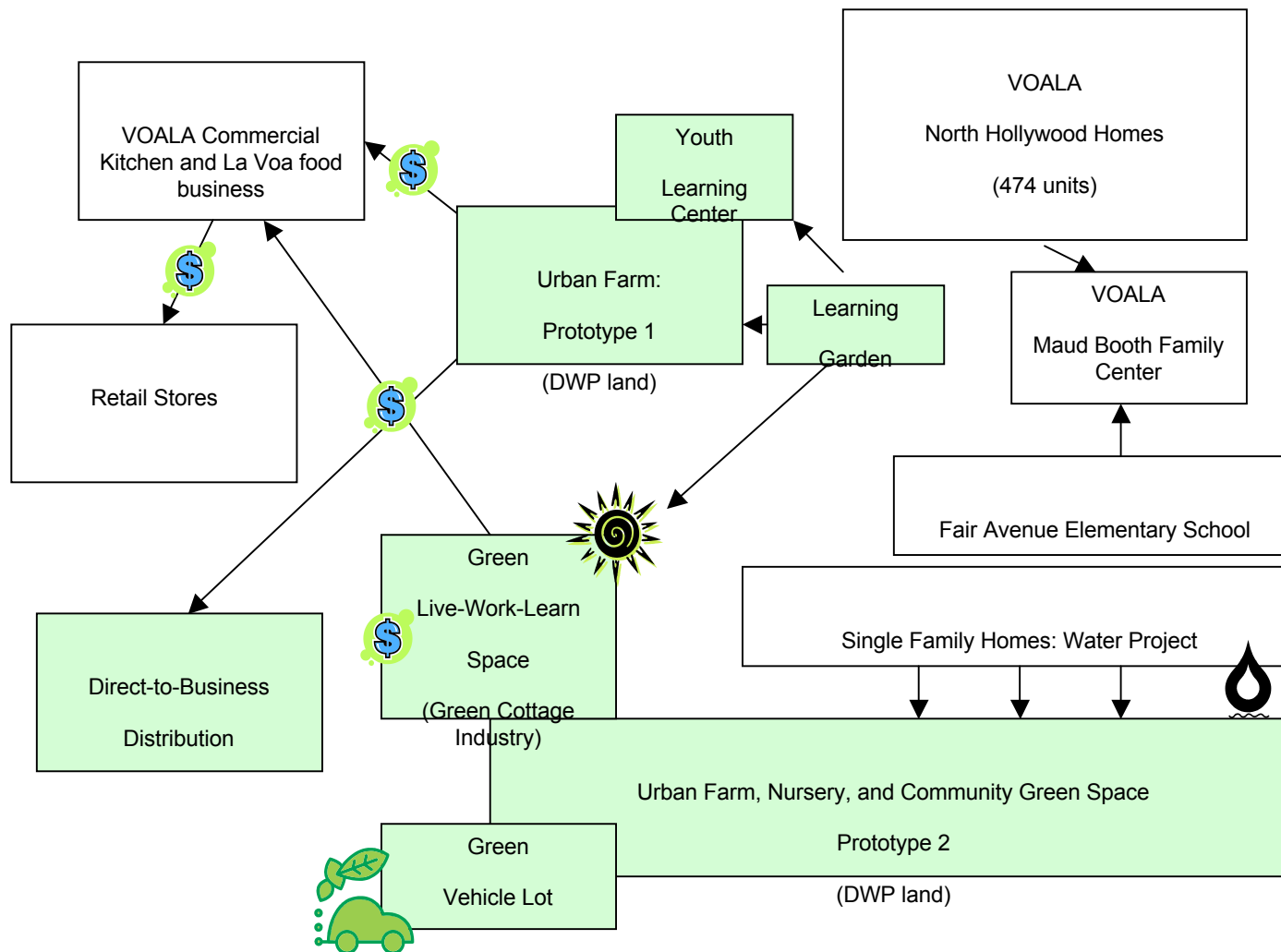
Holding the Whole System through Shared Leadership: The Council



Concrete Action Plan and Prototypes

		2008						
FOCUS	CONTENT	Mar	Apr	May	Jun	Jul	Aug	Sept
FOUNDATIONS	Community Enrollment	 NEIGHBORHOOD CENSUS 1-on-1	Community Enrollment and Stakeholder / Support Engagement					HARVEST CELEBRATION PREP
	Legal Structures	501c3 & Property Ownership	Governance Structures	New Biz Structures		Cultivation of the Council & Leader Capacity Building		
	Funding	Angel Charitable Contributions (Menlo/unrestricted and Detroit/project-specific)						
			Grants & Agency Support					
						Extended Community Donations (cash and in-kind)		
PROTOTYPES	Removing Blight	Status of Burned Out Houses & Empty Lots	Demolition and Temporary Cover Crops					
						Greening of the Alleys		
	Urban Farming		Planting L&C Farm	Establish Remote Farm (Chickens & Compost)				
	General Store/ Biz	Identify & Purchase Lots & Structures (for rehab or demolition and new construction)		Ongoing Skill Building (New Jobs)	Planning & Prep		Establish Townsend Farms	
	Rehab-Build General Store w/ Housing; Launch Internet Dry Goods							
	Housing/ Multi-use Spaces			Rehab-Build Farmer Housing/Learning/Production Space				
						Rehab-Build Youth Care/Center Space w/ Housing		
Learning		New Learning Models: Youth & Intergenerational						
Economic Models		Barter & Targeted Currency Models				Evolving Ownership & Business Models		

Menlo-LA: The Ecology of Energy and Community



Menlo-LA Energy and Mobility Project

Purpose



- Expand understanding of "mass market" potential for EV and clean energy solutions
- Evolve current thinking about uses of our clean energy and mobility technologies in ways that deliver more value to consumers and commercial markets, thus increasing the value of our technology investments and potentially opening whole new product and market niches



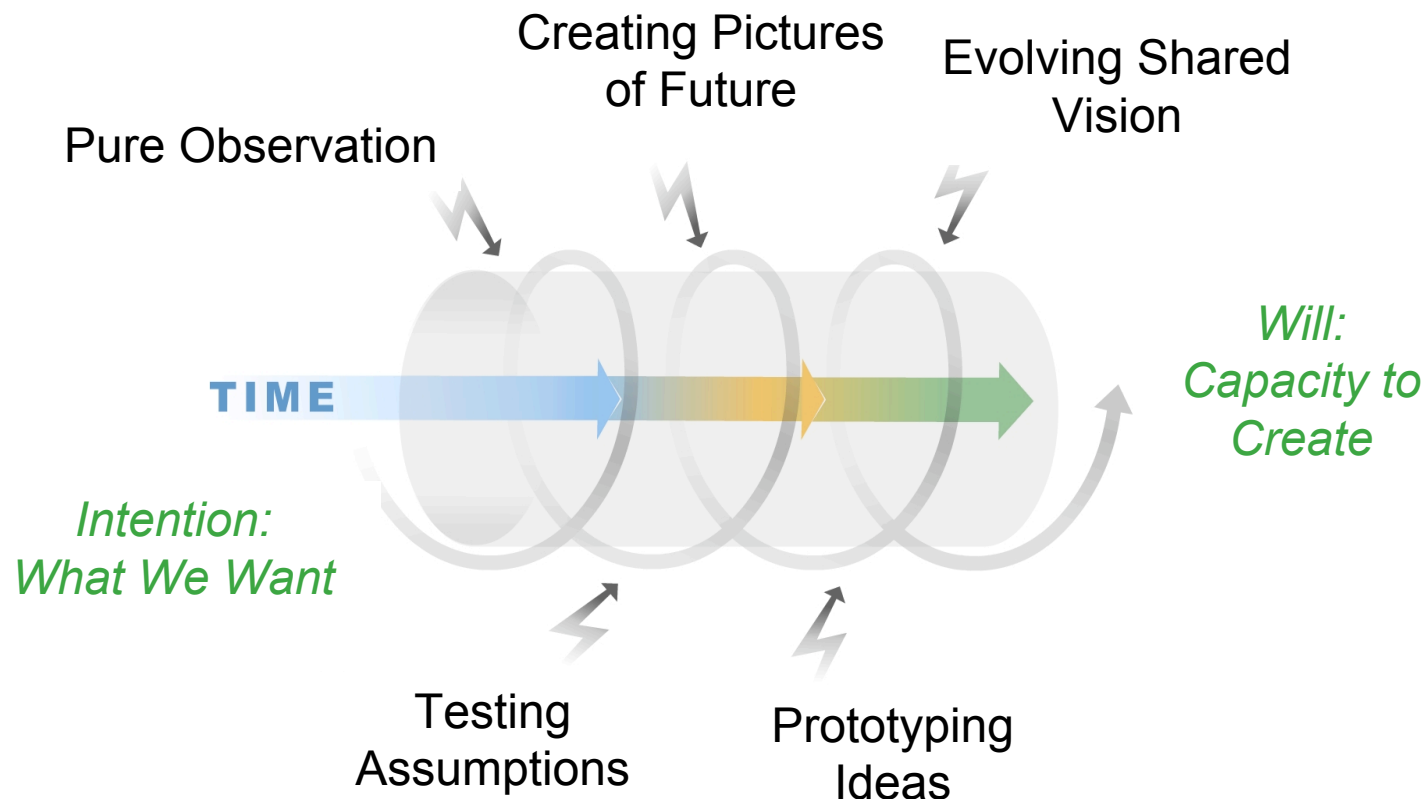
Menlo-LA Energy and Mobility Project

Intended Outcomes

- Developing or refining business strategies and execution plans that enable rapid scaling from prototype to mass market
- Cross-company and cross-sector collaborative projects that allow for physical prototyping of new systemic ideas, at low cost and low risk, while significantly enhancing market opportunities
- Tangible inputs into DOE energy and mobility solicitation responses (independently or jointly), as a source of funding prototypes and both local and national job creation
- Integration of the social, economic, and ecological dimensions of sustainability, grounded in the real world community context

Menlo-LA Energy and Mobility Project

Process



Role of Leaders

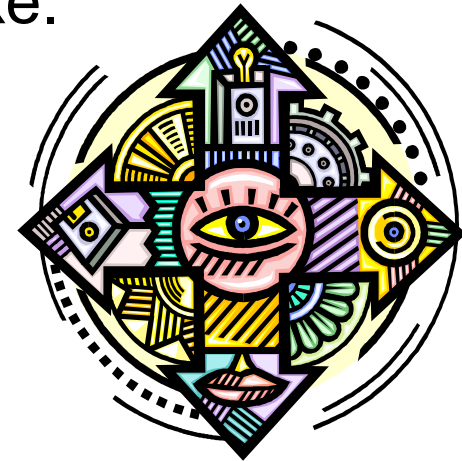
What We're Learning...

- Coming to terms with the **real power leadership**: how we create reality and frame the field of 'possibilities'
- The leader's new **role**: shifting attention from 'leading' to 'allowing'
- Where we place our **attention** matters: focusing on **what we want** as opposed to what we do
- Surfacing individual and collective **wisdom**: shifting from the knower and decider to the **co-creator** and **synthesizer**
- Cultivating **collective power**: **holding the 'space'** for change
- **Developing other leaders**: holding others to their **highest potential**
- **Letting vision evolve**: a generative process for adapting in harmony **with changing conditions**
- Keeping attention on **what matters most**: working with **principles, goals**, and holding the '**real work**' at the center
- **Learning in action**: **rapid prototyping, reflection**, and dealing with the messiness of **leading in an organic system**
- **Regeneration**: allowing the whole system to evolve while holding the focus and will of the group to continue to evolve it



Change from the Inside-Out

- **We create reality** through our ways of seeing (perception) and being (behaviors and actions), as manifest through the *choices* we make.

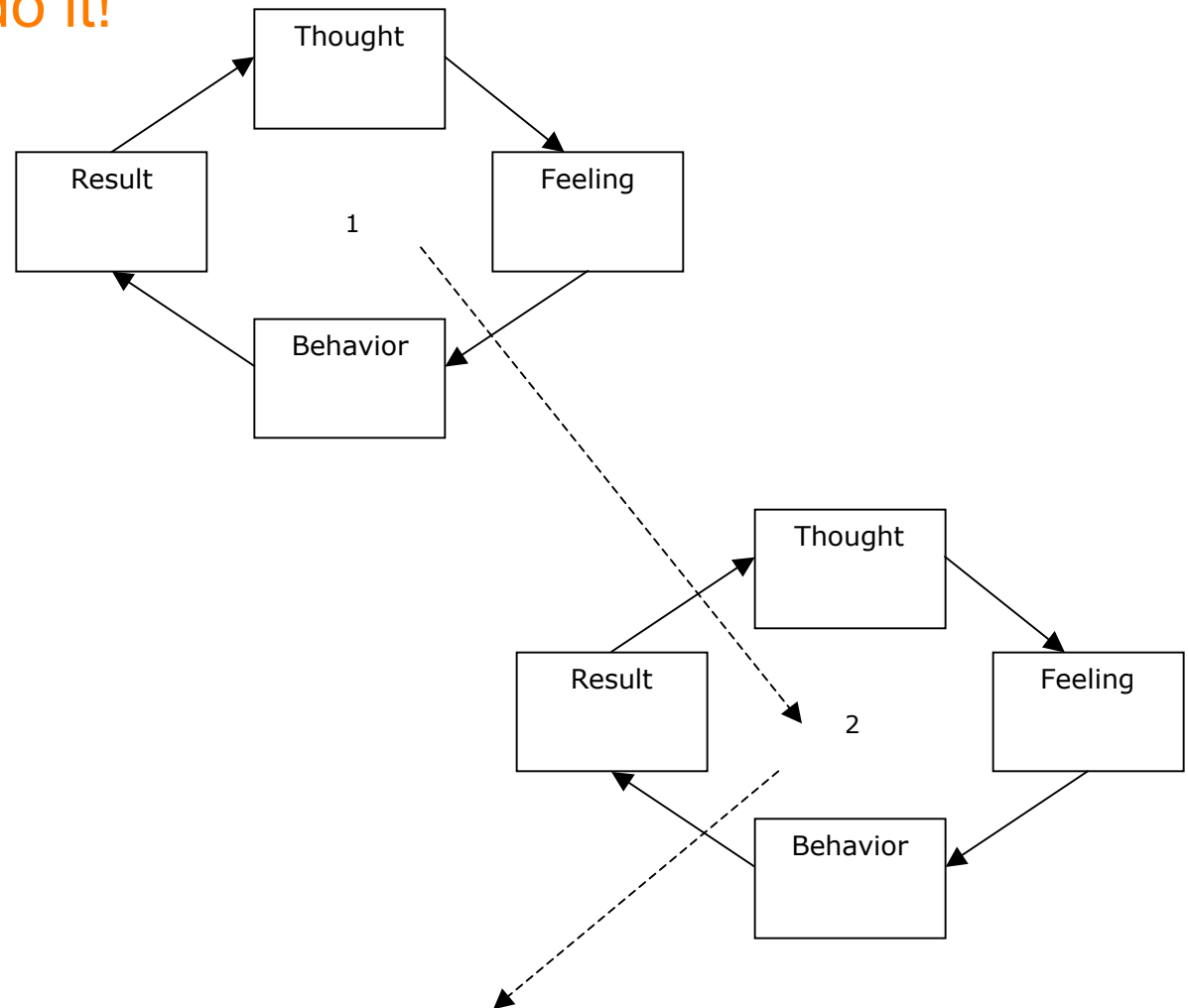


- Our choices are based on:
 - Our perception (*outer reality*)
 - Agreements we have made with others—clients, co-workers, government and other stakeholders—and mostly with ourselves, about what can and cannot be, who we are and are not, etc. (*inner reality*, our beliefs)

How We Create Reality

“Thought creates the world,
then says, ‘I didn’t do it!’”

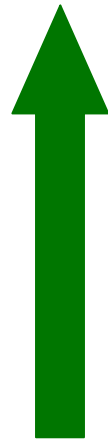
David Bohm, physicist



Being the Change We Want to See

Dreams and Aspirations:
What We Want to Be
(future)

What we can 'see' (dream, vision),
we CAN BE.



Current Reality:
What Is
(today)

What we can 'see' we DON'T
HAVE TO BE.

Creating the Reality We Want

- We can create whatever we want by making ***conscious choices*** that serve the self and the whole, based on:
 - **Sacred Purpose**, we most love and aspire to create
 - **Unique Gifts**, our strengths, what it is we *do* to act from a place of deep aspiration
 - **Current Reality** (what is) versus what we want to be and create (desired future)



Activity: Sacred Purpose

Consider your organization's affect on social, economic, and ecological sustainability...

As a leader, what is your (individual) **Sacred Purpose**, that cannot be sacrificed...?

How We Use Menlo Practices

Capacity Development, Coaching, and Change Support Services

- **Cross-company** and **cross-sector** rapid visioning and prototyping sessions based on shared challenges and opportunities
- Off-site leadership **retreats** to develop individual and collective capacities to envision and enact change
- On-site leadership **development** programs custom-designed to support organizational and performance results through learning-in-action
- **Coaching** to support individuals and groups of leaders in sustaining their capacities to lead change initiatives over time
- Organization and whole system transformation **consulting** support, from visioning through prototyping

Tool Kit: How to Use Menlo Practices

Network Membership

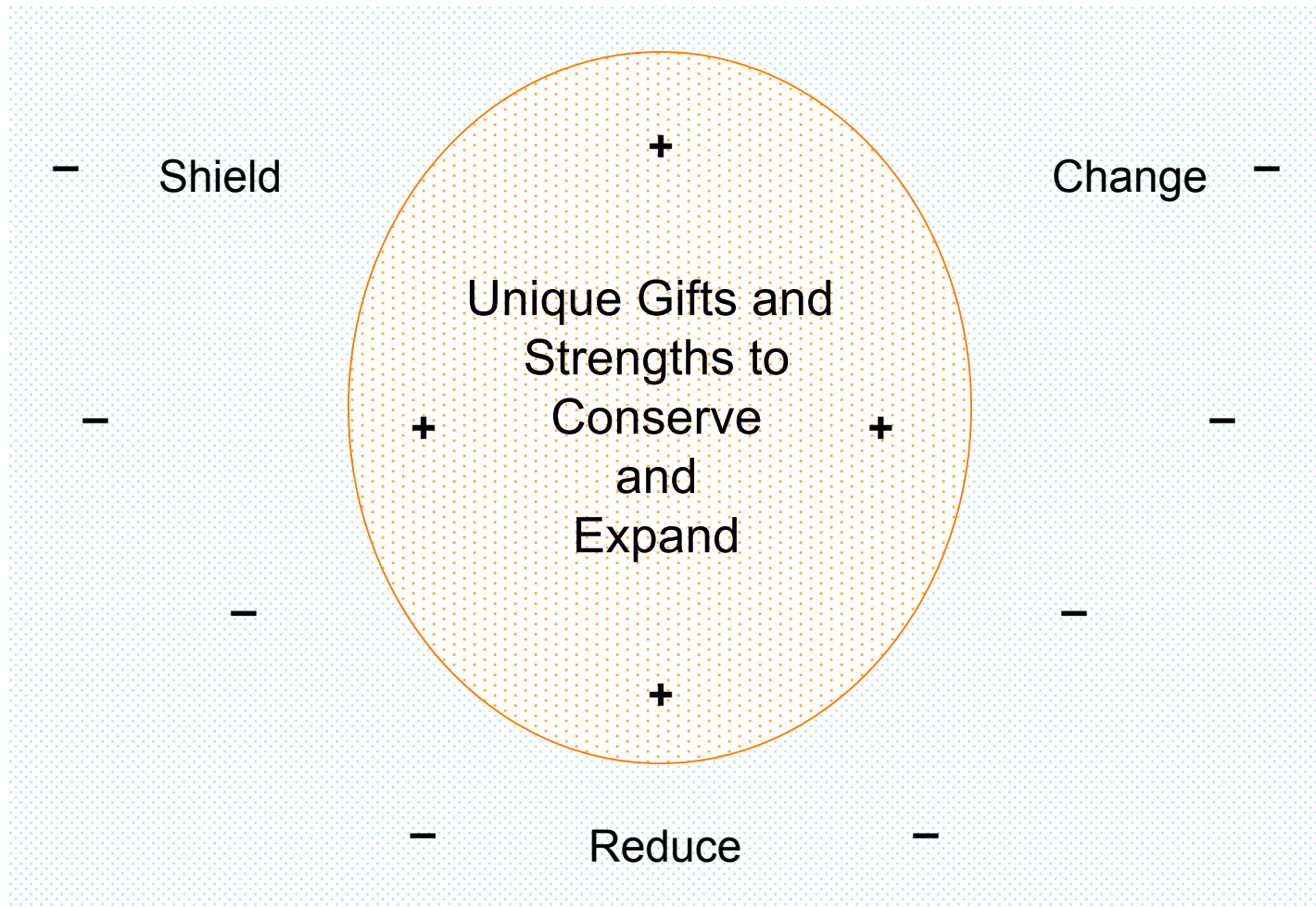
Giving Back

Next

- **Sunday event:** Pure Observation and Whole System Learning Journey in Nature
- **Monday Workshop:** Menlo practices for moving from Sacred Purpose to Shared Vision and Prototyping

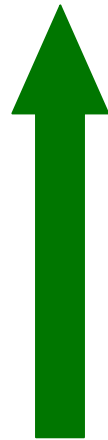
Shifting Current Reality

Medicine Shield



Leadership: Holding the Belief

Dreams and Aspirations:
What We Want to Be
(future)



Current Reality:
What Is
(today)

- Hold the belief in our capacity to create what we want.
- Focus on what we want (not what we don't want), on strengths, not problems.

- Tell the truth about what is.
- Have the courage to see and hear fully, and without judgment.

Menlo Practices

Cycles of Change...

Individual

- Reflection (**meditation** and **journaling**) to deepen aspirations and dreams, and to clarify what we want (**intentions**)
- Awareness of how our thought is shaping reality, so we can work with agreements that may be self-limiting (spiral “**cloverleaf**”)
- Making conscious choices (**will** to act on intentions), while seeing personal obstacles to enacting them (**counter-will**)

Relational

- Being present, to see and hear fully (**observation** and **sensing** skills)
- Making **conversation spaces** where the truth can be heard AND where we can appreciate our gifts and strengths

Collective

- Creating shared ‘seeing’ (**medicine shield**) and shared vision for the future we want (**honeycomb** and **arts-based visioning** practices)
- Enacting vision through **rapid prototyping**
- **Holding space** (to see from the ‘whole’, to dream, to believe)

Closing Reflection: Way Forward

- What might **I** do when I show up at work next week, to change the quality of our seeing, hearing, and being?
- What might **WE** do, as a community of leaders, to evolve our practices, individually and together, to generate the results we all want?