

# Leading Transformation Across Collaborative and Hierarchical Cultures

With Phil Cass, Toke Paludan Møller, Monica Nissén & Laura Weisel  
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This track explored the paradox of hierarchy and collaborative leadership with a focus on the skills required to lead change in and across these cultures. The working hypothesis held by our hosts is that a combination of personal and collective practice is required in order to hold this paradox in a conscious and productive way.



## Opening Circle

Who am I?  
What are the paradoxes in my life/  
world right now?

## Inquiry into Transformation

What is transforming in me?

wholeness  
preparation  
stewarding  
humility  
flow  
integration  
courage  
fierce ness  
authenticity  
patience with chaos  
trust  
inner  
compass  
practicing perspective  
unattachment  
holding space  
insight

clarity  
collective  
self organization  
revolutionships  
media  
global needs  
mass mobilization  
influence  
revolutions  
global chaos  
deep action  
capacity building  
family

What is transforming  
in my world?

## Pillow Question

What question regarding  
leading transformation am I  
carrying with me this week?



## A few insights from the teaching session:

- Hierarchical systems and collaborative (distributed) systems need to coexist – both have great value, significant gifts to offer and deserve respect.
- Certain situations demand hierarchical leadership, while others require collaboration – it is not helpful to fall into the divisiveness of judgment, seeing one form as best in all situations.
- Cornerstones required for viral spread of change in an organization: CEO mandate, visible results to show, building capacity so they can lead their own participatory processes.
- Leading transformation is rarely about bringing down hierarchies. As in Phil's experience with the Columbus Medical Association, you don't necessarily need to change the structure, you can change the practices instead.
- Why go the participatory route, and when? Participation builds buy-in. In complex situations, collaboration with a diverse group across silos is generally necessary to find solutions, as no single person – no matter how expert – has the answers.
- Provide clarity on boundary conditions (eg. create a safe container) in order for creativity to happen
- Experimentation can open up possibilities, best practice can close it down

Remodeling for collaboration:  
interview with John Chambers, Cisco  
CEO (as provided by Stephan):

[http://www.mckinseyquarterly.com/McKinsey\\_conversations\\_with\\_global\\_leaders\\_John\\_Chambers\\_of\\_Cisco\\_2400](http://www.mckinseyquarterly.com/McKinsey_conversations_with_global_leaders_John_Chambers_of_Cisco_2400)

## World Café

Round 1

From my experience, what are the gifts of distributed power in leading transformation?

Round 2

From my experience, what are the gifts of concentrated power in leading transformation?

Round 3

What makes power work for the common good?



## Practice

Self practice was beautifully embedded throughout, reinforcing the message of the Four-fold practice, that work with others is impossible if you are not also practicing and hosting yourself. If we bring clear focus to ourselves, our presence, and how we are in the world, our reality and surroundings will shift.

The skill and practice of the authentic leader comes in assessing the situation, practicing the art of asking the right questions, balancing your warrior and midwife, and practicing walking the chaordic path – skillful navigation between chaos and control.

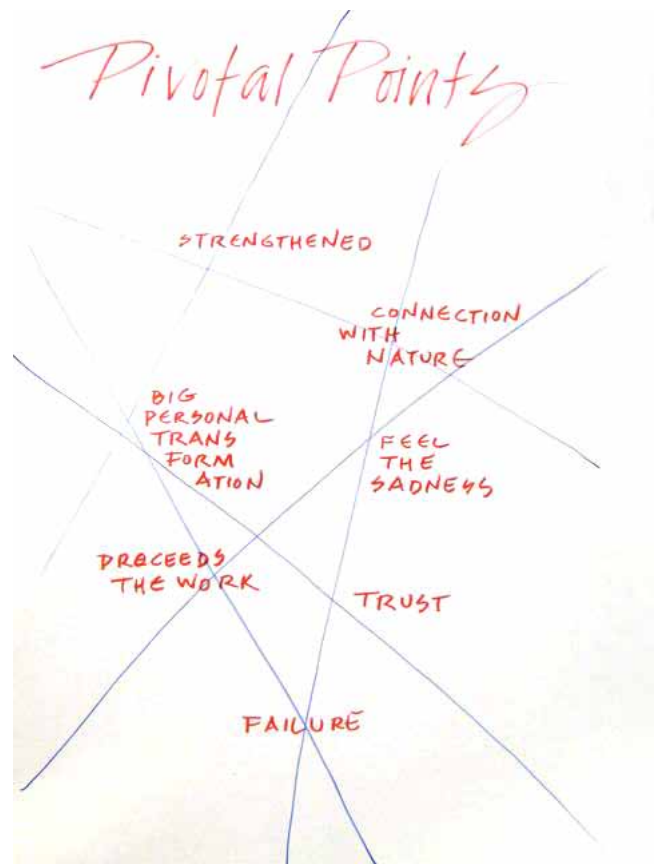
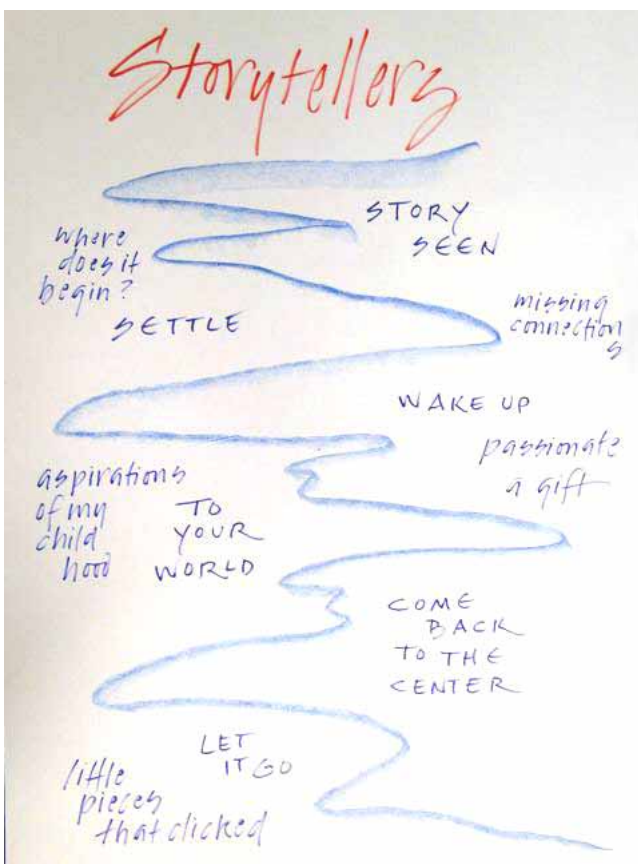
Given the depth of honesty and revelations that were shared, an important take-away from Toke: his rule #6 – “don’t take yourself so fucking seriously”.



## Stories and Harvest

Three beautifully touching stories of personal and collective transformation were shared.

- Bringing Participatory Leadership Practices to the European Commission, by Matthieu Kleinschmager
- Transforming Education Systems in the USA, by Laura Weisel
- Hosting and Being Hosted by the Wind Horse Farm Ecosystem, by Jim Dresher



# Questions

STEP  
BACK

WHAT IS  
THE QUESTION  
NOW?

AFTER COLLAPSE  
WHERE DO WE FIND  
THE ENERGY?

# Application

POWER  
OF  
STORY

FLOW  
OF  
ENERGY

LET  
IT  
FLOW

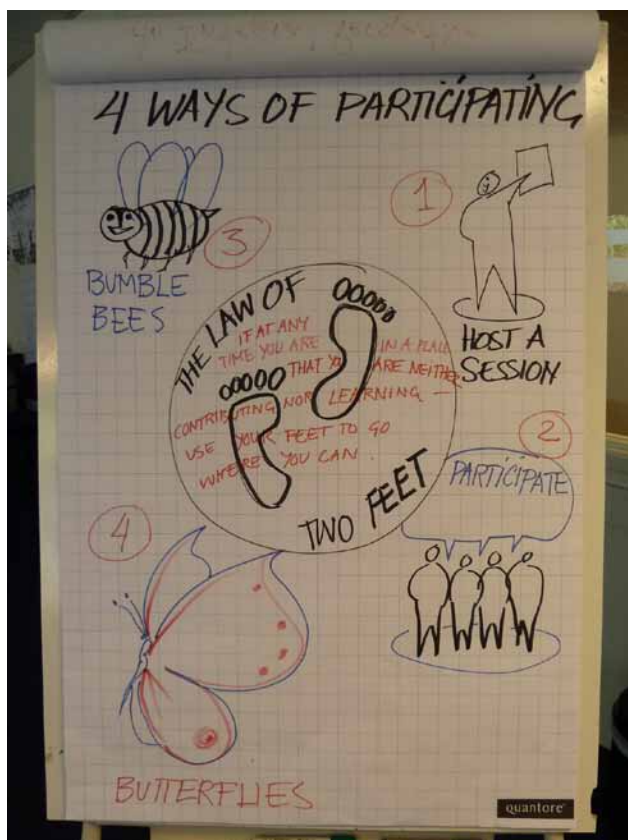
BUILD UP  
CRUCIAL

Challenges  
moment of  
TRUTH  
stay with  
and  
CREATE  
A "LITTLE"  
AND  
BIG  
THING

# Listening

connection  
with  
the  
source  
doing  
the  
great  
work





## Open Space

What do I need, or what can I offer, that will help deepen our personal and collective practices of leading transformation?

1) Need:

**How to sell these processes to potential clients.**

**“How to show up?”**

Participants: Charlotte, Toke, Pascal

Key Insights:

- Do not try to sell these approaches, go where people call us from the heart.
- Get skillful, through practice and help, then the work will come
- People love these methods, they are our nature
- Don't get too excited, small steps
- Work with others
- Offer a test flight – be humble about it
  - Assess what the system needs, do not fight it
  - Have a vision: Coach transformation with right message, gain confidence of clients
- “Experiment” with well known/familiar clients at the right moment
- Practice what you preach
- Build trust – client will come to you
- The law of attraction
- Ask: “What is my unique contribution?”

2) Need/Offering:

## Practice in an International Virtual Community

Participants: Adrian, Javier, Toke, Stephan

Key Insights:

- Common language
- Emphasize personal learning
- Link to larger purpose
- Widely shared dialogue

3) Offering:

## Better Understanding the map of Consciousness Development

Need:

**How can this be applied in your work?**

Participants: Barrett, Nad, Laura, Monica, Alison

Key Insights:

- Know where you are on the lines of development, and use that knowledge to guide your development
- Make a hypothesis as to where the others are in order to adapt your communications
- There are some new developments that hosts should become aware of (See attachments sent with this harvest for more information)

4) Need/Offering:

## Learning Collaboration in a Hierarchy – The Columbus Medical Association Story

Participants: Phil, Anne, Jim, Jenny, Steven, Stephan, Daan, John, Javier

Key Insights:

- Authorization/ mandate
- Trust
- Safe spaces
- Everyone counts
- Use of Circle surfaces the different roles and appreciation of that
- Should we accept invitations to rituals/ ceremonies of power?
- There is a time to talk and a time to listen, be quiet, the question is “when?”

5) Need/Offering:

## Dancing with Silence

Participants: Adrian, Inma, Elisabeth, Beth

Key Insights:

- Silence speaks to us
- Invite silence into conversations.
- Connecting to nature is important
- If you listen beyond the noise in a busy environment, you will find it.
- Silence is a gateway to access your inner self
- Listening to my own silence and to the silence out there
- The world would be a better place with more silence!

6) Need/Offering:

## Chaos in Transformation

Participants: Monica, Elisabeth, Anne, Nad, Phil, John, Jenny

Key Insights:

- How to build my capacity to deal with chaos?
- Fear -- Chaos -- Attraction
- Losing myself --> Finding myself
- I feel the responsibility: Container <--> Chaos
- Acting & Healing (listening)
- Our ability to heal ourselves
- Somebody that witnesses the chaos and acupuncture points
- How do I know I am a "safe" container?
- Be gentle with yourself
- It could be painful but right – acceptance

7) Need:

## Art of Hosting yourself vs. Holding space

Participants: Daan, Laura, Jim, Inma, Alison, Veronica, Steven

Key Insights:

- Clear purpose – if you have clarity of purpose, it will ground you!
- Sharing assumptions
- Reflection
- Open/vulnerability
- Preparation – grounding
- Connecting with each person
- Long-term vs. short term preparation
- Work with others
- ASK for HELP
- Beware of projection
- Rule #6
- Silence



## Proaction Café

(Practicing Action Consciously)

What am I grateful for?

What is my next move?

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## Closing

What is my next move?



## Resources from the Hosting Team

AOH Elist and AOH ning  
<http://artofhosting.ning.com/>  
 you can enter here  
<http://www.artofhosting.org/home/stayconnected/>

The Columbus optimal health care project  
<http://ouroptimalhealth.org/intro.html>

Here are some videos that may inspire you and your future practice:

On the art of hosting  
<http://vimeo.com/19188779>

On Open space  
<http://vimeo.com/19196749>

On Pro action cafe  
<http://vimeo.com/19189696>

On harvesting  
<http://interchange.dk/practices/artofharvesting/>

Other resources  
<http://interchange.dk/resources/>