



Climate and health public engagement Leadership program

Topic area: Systems thinking + Adaptive leadership

Session title: Dialogue and thinking collectively

Funded by

Dalberg



What is dialogue?

Four Ds

- Download
- Discuss
- Debate
- Dialogue

1 Dialogue and thinking collectively

P.3

Making change happen – exploring our habits of mind...

Point A

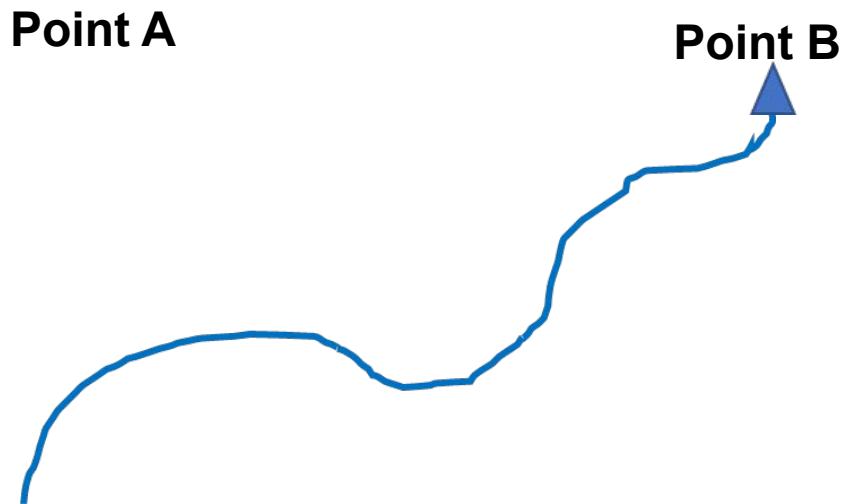
Point B

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Making change happen – exploring our habits of mind...



Making change happen – exploring our habits of mind...



The provocation of Theory U – nudging system change

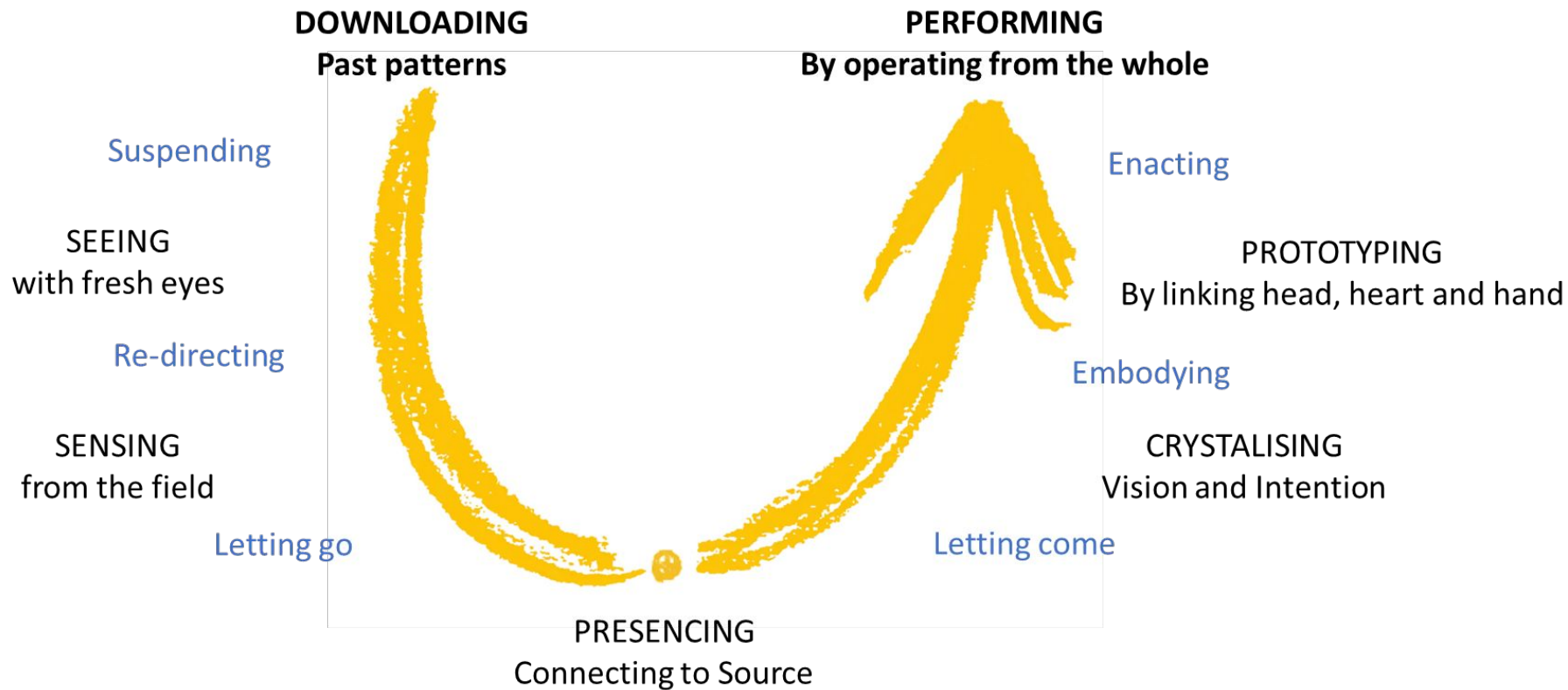
Point A

Point B



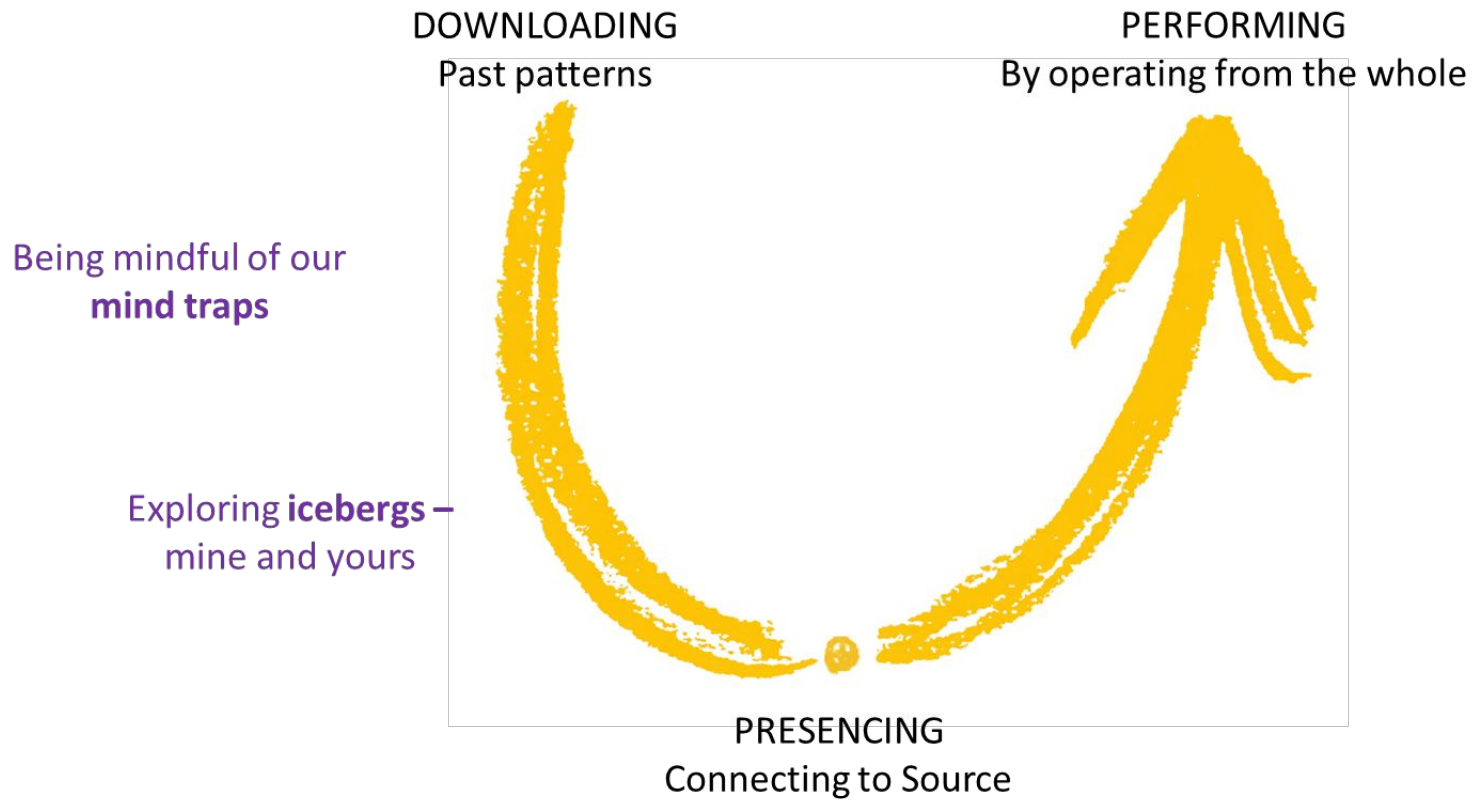
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Nudging complex systems – what does it take?



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Practices for presencing



1 Mind traps in Complexity – what keeps us trapped?

What keeps us trapped here?

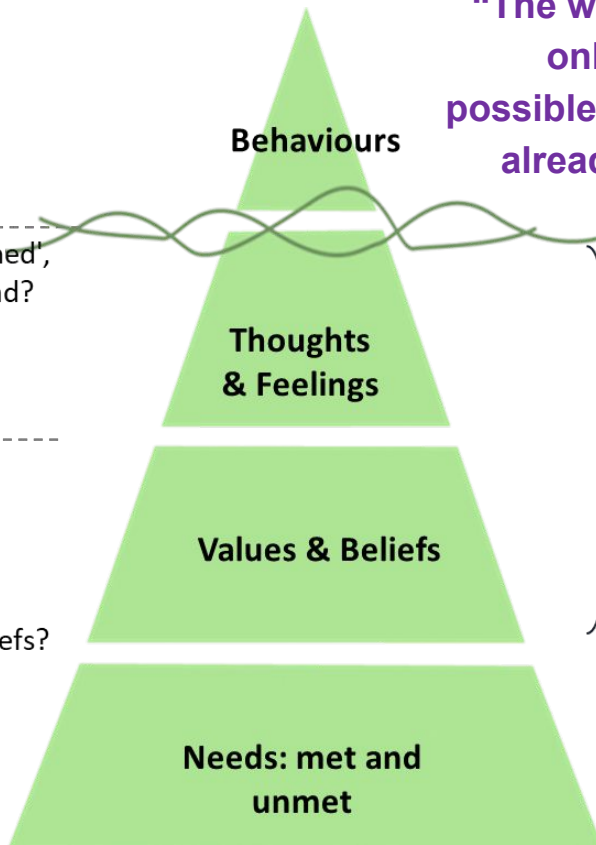
- 1.Simple Stories
- 2.Rightness
- 3.Agreement
- 4.Control
- 5.Ego

What are the antidotes?

- 1.Carry three stories
- 2.Open the 2% possibility
- 3.Disagree to deepen
- 4.Experiment at the edges
- 5.Listen from your future self

We see only the tip of the Iceberg

- **Behaviours:** With the situation I'm thinking about, what are the behaviours I'm exhibiting?
- **Thoughts and Feelings:** When my 'button gets pushed', at that exact moment, what thoughts are in my head? What is my self talk?
- **What am I feeling?** What emotions are coming up? (sad, angry, hurt, etc..)
- **What values** are driving these thoughts? What is really important to me that is being challenged?
- **What are my beliefs and assumptions** that are driving this reaction? What do I believe to be true?
- **What life experience** created these values and beliefs?
- **Needs:** What needs do I still feel are unmet?
- **What are my underlying fears** of what would happen if I didn't deal with this situation?



“The way our brain is wired, we only see what we believe is possible. We match patterns that already exist within ourselves through conditioning.”

**- Dr Candace Pert
Molecules of Emotion**

Mindsets

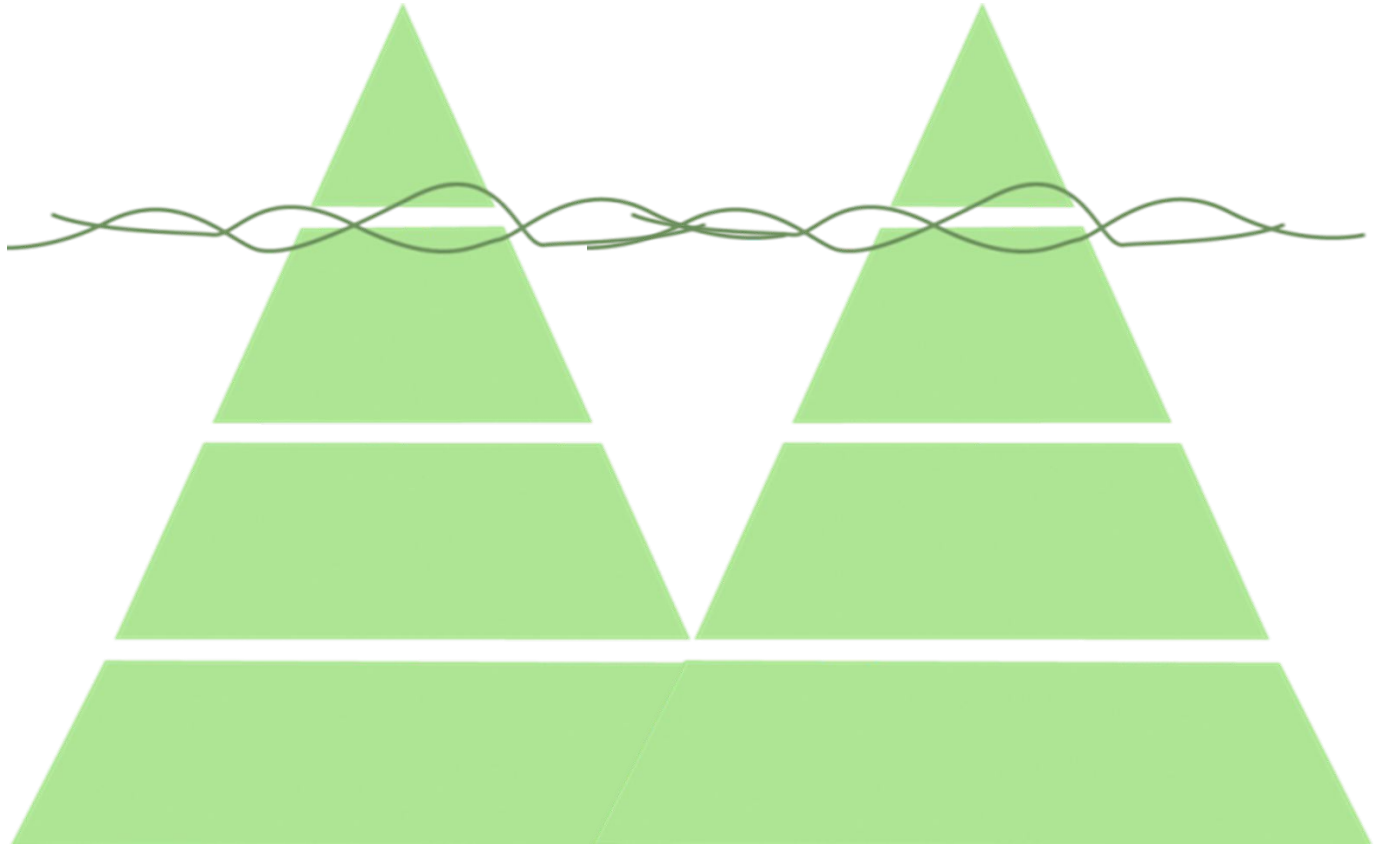
Cultivating the willingness to find common ground



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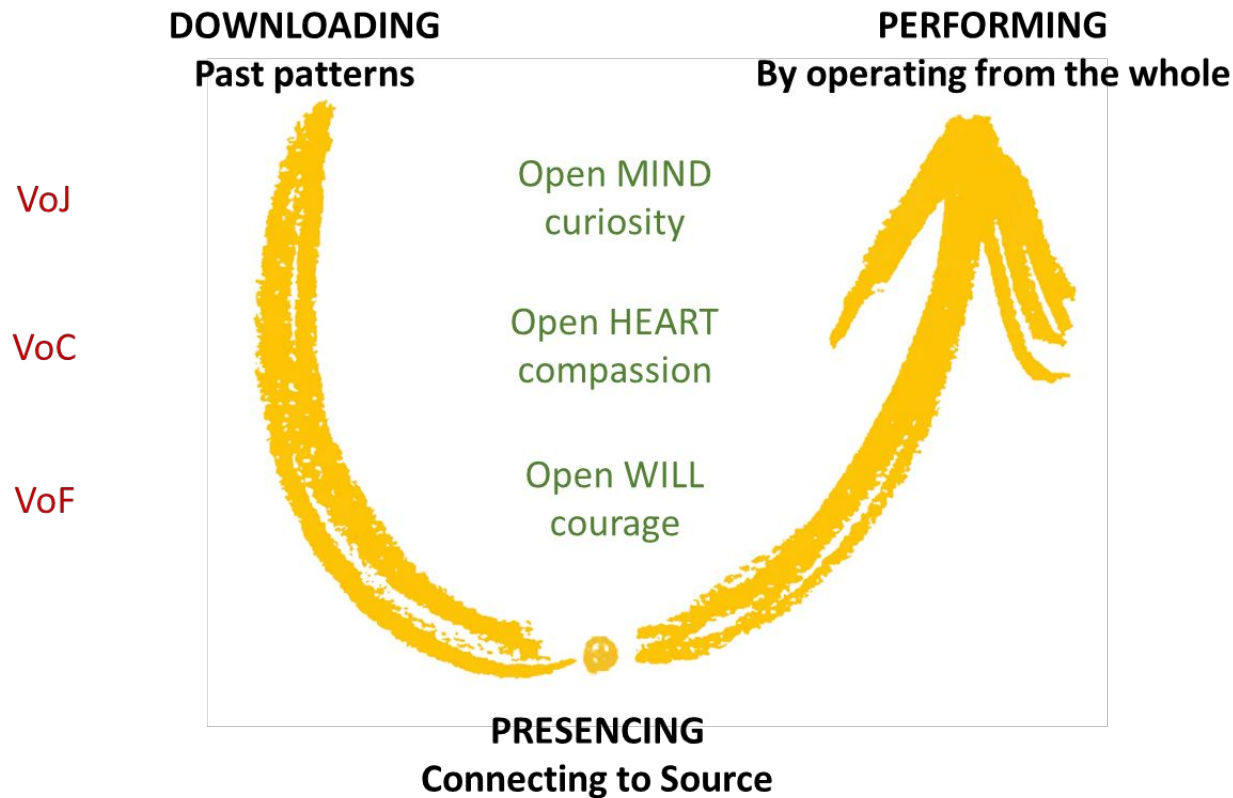
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Cultivating the willingness to find common ground



Dialogue and thinking collectively

What does it mean to 'PRESENCE'?



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And why do we 'ABSENCE'?

The importance of trauma informed leadership

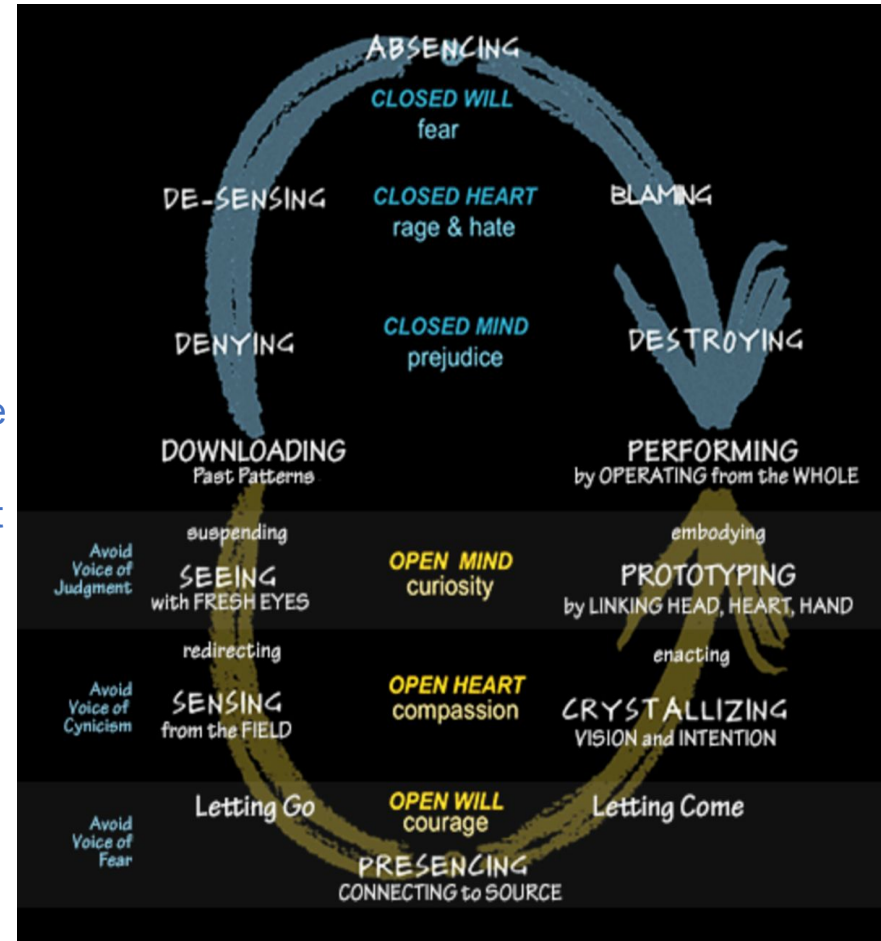
“Integrated past is presence, it enables choice;
unintegrated past is destiny, it repeats”

“Our trauma response is an evolutionary intelligence – the ability to shut down a part of myself creates an absence that allows me to survive, yet ultimately comes at the cost of being attuned to and fully informed by the flow of life”

“Our level of wisdom depends on how much of the world we can include in the way we live”

“The willingness to go into the dark with a light, is evolutionary work; it brings healing, clarity and integration.”

Thomas Hübl



Dialogue and thinking collectively

1 Our wired-in coping mechanisms for dealing with overwhelm, don't serve us in leading complexity

We need to negotiate our Mindtraps ...

- Trapped by Simple Stories
- Trapped by Rightness
- Trapped by Agreement
- Trapped by Control
- Trapped by Ego

...and build new muscles for listening and speaking

- Listening to Win
- Listening to Fix
- Listening to Learn
- Listening to Unlock

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Habits to help us escape our mindtraps

Habits to help us escape our mindtraps

Mindtrap	Key question	Key habit
Your desire for a <i>simple story</i> blinds you to a real one.	How is this person a hero?	Carry three different stories.
Just because it <i>feels</i> right doesn't mean it <i>is</i> right.	What do I believe? How could I be wrong?	Listen to learn rather than listening to win or fix.
Looking for <i>agreement</i> robs you of good ideas.	Could this conflict serve to deepen a relationship?	Disagree to expand the solution set rather than agreeing to contract it.
Trying to take <i>control</i> strips you of influence.	What can I help enable? What would enable me?	Experiment at the edge.
Shackled by your ego to who you are now, you can't reach for who you'll be next.	Who do I want to be next?	Listen to learn from yourself.

1 Ways of listening – how can I broaden my repertoire?

Listening to Win: In most cases, when we're listening to somebody, our purpose is to win and convince them of something: that we are right, that *they* are right, that they don't need to be sad or anxious, or that it's not that bad. This way of listening can be powerful when we are debating an issue, yet quickly gets us trapped in Rightness and Ego.

Listening to Fix: To be able to hear others and not provide a solution is a hard habit to form. Intellectually we see our advice as simply helping them solve a problem they're encountering, yet underneath we're trying to find a way to make ourselves feel better about their discomfort. It may also be a way we feel like we add value. In formal leadership roles we might even assume that to be our job.

Listening to Learn: What can be the most important for those around us is simply to listen. What if you had a conversation that was solely based around listening to learn with no resolution at the end? Often the problem that other people present to us is only a symptom of the real issue, which is the inner-feeling that is causing them this tension. By staying in a curious mode of learning, we can nudge them to uncover the real source of their problem, and with any luck, allow them to feel the emotion fully.

Listening to Unlock: This is about getting past the surface reasons that are being given for not solving the problem. It involves questions like: *What is at risk here for you? What is the real issue with this for you? What is there about this that you fear?* Listening to Unlock requires us to stay with the question rather than rush to the answer – in powerful dialogues the group process often create or reveal something that was previously unseen or unimagined.

So, what does it take to think collectively?

What trips *me* up?

And what will I experiment with at the edges...?