

Contemporary of Frederick Taylor, Max Weber, Elton Mayo



Mary Parker Follett (1868 – 1933)

‘Community is a Process’, 1919

People **interacting** and **influencing** each other

dynamically and **interdependently**

Creating **evolving entity** more than parts

(Organic living eco-system)

"the art of getting things done through people."

From early 20th century in science: 2 incompatible theories

- Theory of **Relativity** (Einstein)
- **Quantum** Theory (Heisenberg, Planck, Bohrs,...)



Double slit theory
Cannot separate observer from observed

David Bohm (1917 – 1992)

Hidden variables → Implicate Order

Beyond matter/energy
Access through interactions in DIALOGUE

We are very much the co-creators of our reality

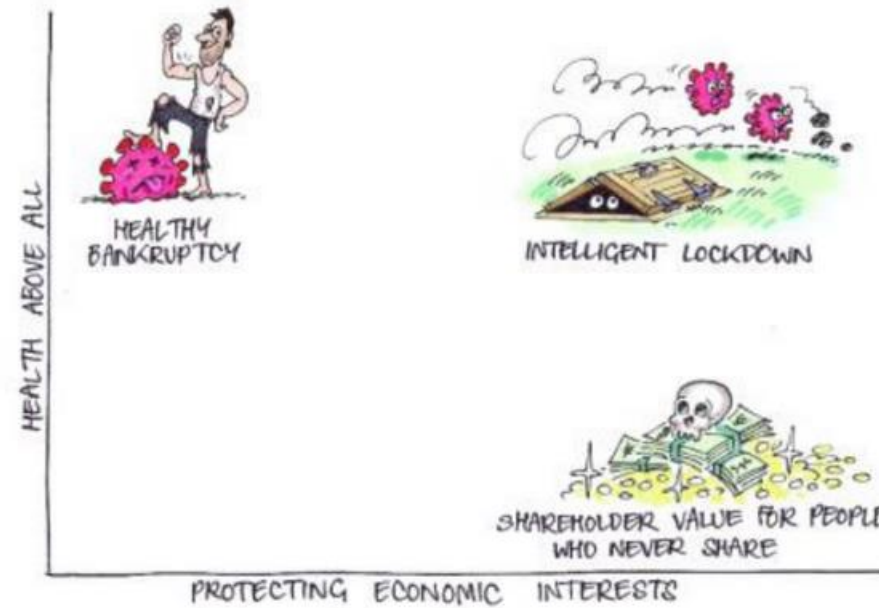
Bohm Dialogues:

- No outcome
- No agenda
- No moderator
- Flow of meaning
- Regenerative
- Co-creative Emergence

DEBATE / DISCUSSION	DIALOGUE / CONVERSATION
<ul style="list-style-type: none"> • Anchored in individualism • Observer as separate who can win • Competition (survival of fittest) • Winning the argument valued • Aim is to beat adversaries 	<ul style="list-style-type: none"> • Based on interaction of people • Observer-observed co-create • Integrates multiple perspectives • Reconcile and transcend • Regenerative emergence
<ul style="list-style-type: none"> • EITHER – OR THINKING 	<ul style="list-style-type: none"> • BOTH – AND THINKING
<ul style="list-style-type: none"> • Government: Opposition • Law: Adversarial (A vs B) • Business: best (loudest) argument wins 	<ul style="list-style-type: none"> • Needs diversity of perspectives • Contextualised and embodied • Inclusivity & rich interactivity
<ul style="list-style-type: none"> • 20th century Education based on debate 	<ul style="list-style-type: none"> • New paradigm for 21st century
<ul style="list-style-type: none"> • DISCUSSION = Latin ‘discutere’: dash to pieces, investigate by striking apart • DEBATE = o.Fr ‘battere’ = combat, argue, fight, beat WAR LANGUAGE 	<ul style="list-style-type: none"> • CONVERSATION = Latin ‘con + versare’ = turn together, dance, change • DIALOGUE = Greek ‘dia + logos’ = through + word → flow of meaning

So how do we want to co-create reality and reinvent our world?

Intelligent Lockdown



Slide taken from Fons Trompenaars' own presentation

Dilemmas need not be choices

MIT: Multi-Solving

REFRAME THE QUESTION

Are we asking the right question?

THEO DAWSON

VUCA SKILLS - the LECTICA framework

<https://lecticalive.org>

https://medium.com/@theo_dawson

- **Interpersonal skills**
 - Active listening (generative listening)
 - Relating to others / connecting (meaningful dialogue)
 - When not understanding automatically asking (not pretending)
- **Perspective Coordination skills**
 - Identifying commonalities (picture forming)
 - Bringing together to find a solutions (clustering)
 - Complementing (both-and, not either-or)
- **Collaboration skills**
 - Ability to sense when collaborating is appropriate, when not
 - Non-violent communication / mediation
 - Decision-making under complexity – employing the right tools (e.g. Cynefin)
- **Processing skills**
 - Understand how pieces fit together
 - Knowing how to build effective agenda
 - Problem-solving iterative cycles / peer learning
- **Contextual Thinking skills**
 - Identifying contexts that matter
 - Determining how context matters to particular situation
 - Shifting perspectives in varying contexts

All together these skills
are **INTEGRATION** skills

Learning VUCA Skills

- 1) *Through continuous practice*
- 2) *Cannot be learned by oneself, need to practice with peers*

MARY UHL-BIEN

What is Complexity?

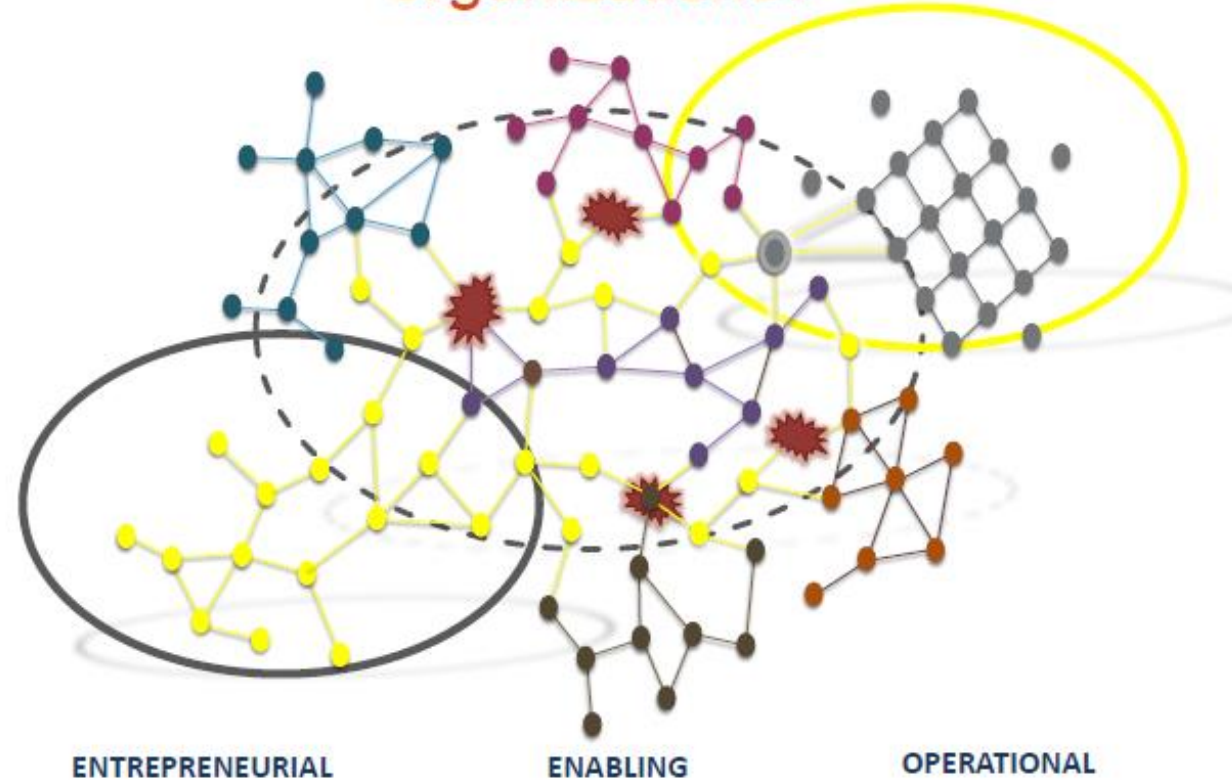
Complexity involves rich interconnectivity.

- Complexity does not mean complicated
- Jumbo jets are complicated, but mayonnaise is complex



Slide taken from Mary Uhl-Bien's own presentation

What does adaptive space look like in organizations?



Slide taken from Mary Uhl-Bien's own presentation

Rich: in DIVERSITY and MULTI-PERSPECTIVITY
Cross-pollination needed - inclusivity essential

What is Open Space Technology?

Open Space is a social technology that allows a large number of people to come together and have deep conversations that matter to them.

- **YOUR** conversations (your topics / issues)
- EVERYONE is **INVITED** and welcome to join
 - Accept or decline (opt-in principle)
 - If accept, take responsibility for own learning
- **EVERYONE'S VOICE** really matters
- Co-creative **PROCESS**
- Be prepared to be **SURPRISED!**

ENJOY!