

## Virtual Meetup (Webinar) – Reinventing our World

# How can Sociocracy help us reinvent our world in the context of Complexity?

30-minute presentation by François Knuchel  
15 minutes clarifying Q & A  
30 minutes dialogue in smaller groups

*In pursuit of gain, every day something is learned.  
In pursuit of Tao, every day something is unlearned.*

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 20<sup>th</sup> 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

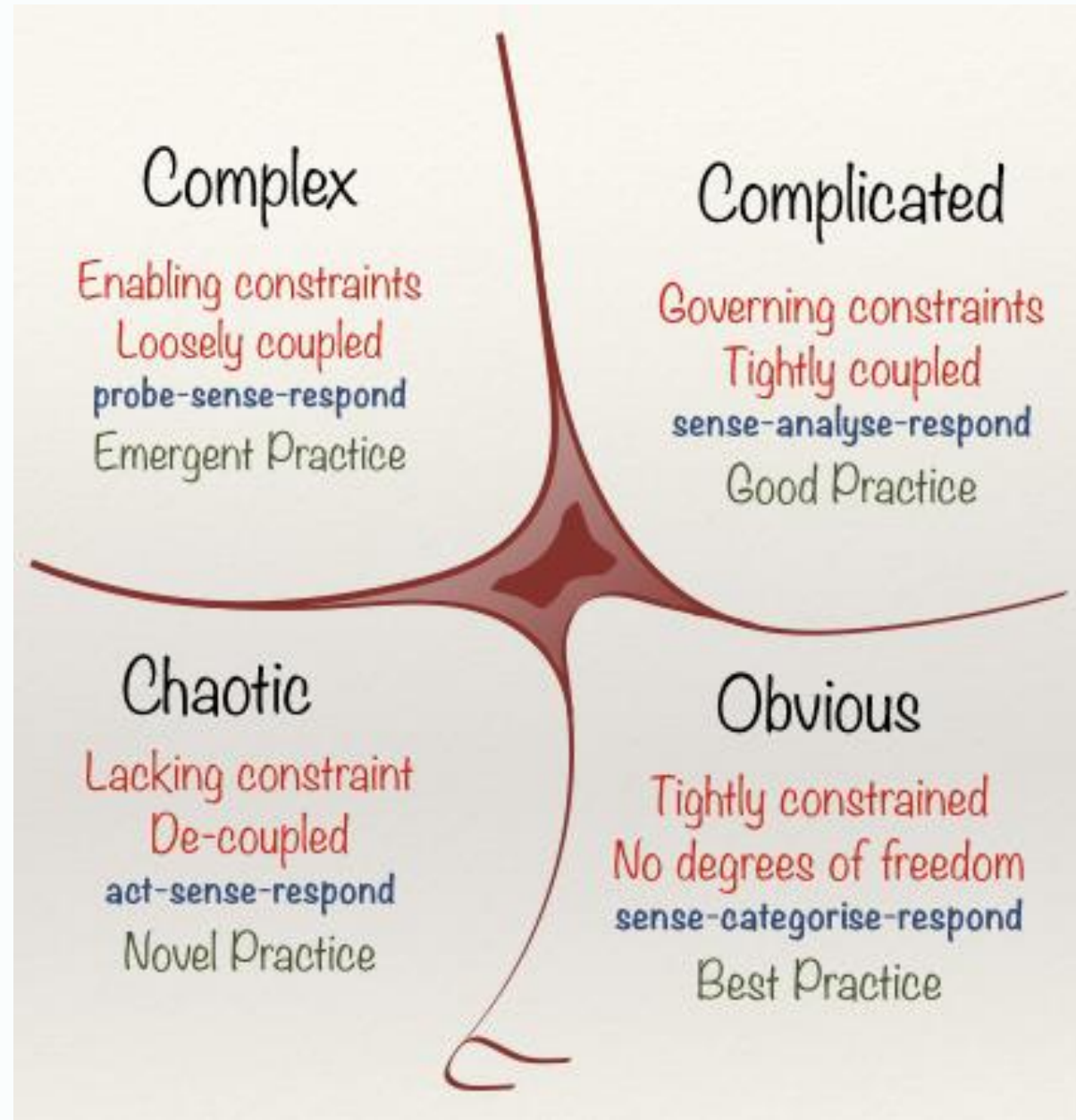
DEBATE / DISCUSSION	DIALOGUE / CONVERSATION
<ul style="list-style-type: none"> <li>• Anchored in individualism</li> <li>• Observer as separate who can win</li> <li>• Competition (survival of fittest)</li> <li>• Winning the argument valued</li> <li>• Aim is to beat adversaries</li> </ul>	<ul style="list-style-type: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

**How do we want to reinvent our world?**

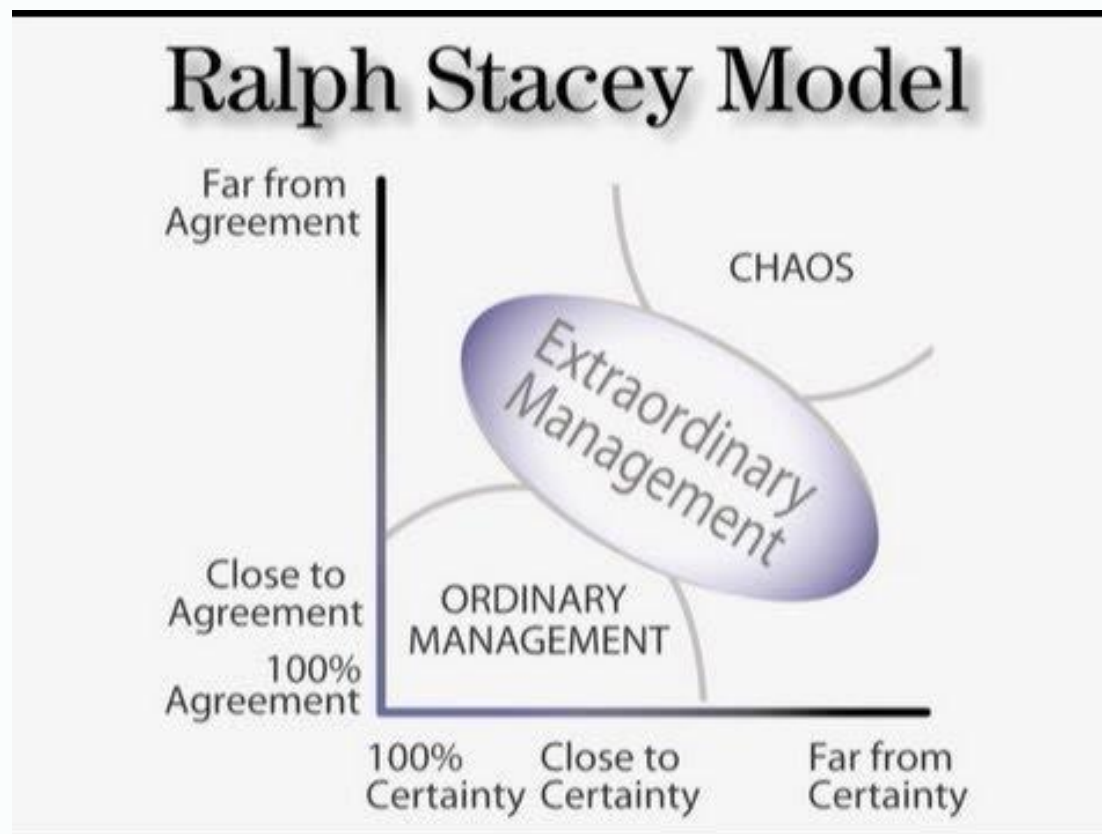


## CYNEFIN MODEL

Dave Snowden



## RALPH STACEY

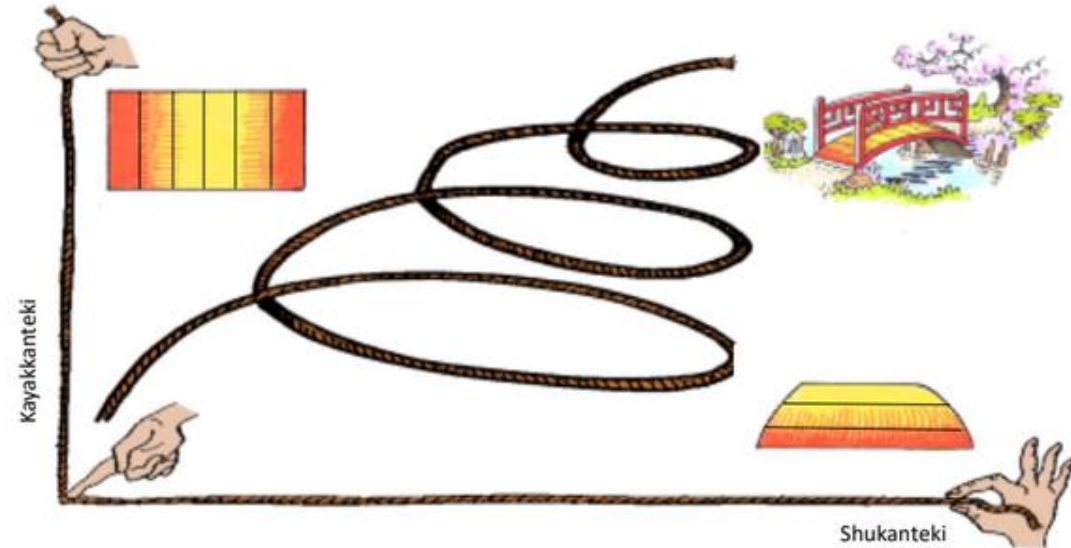


Predicated on **Unpredictability**

## REFLECTIVE ENQUIRY

## FONS TROMPENAARS

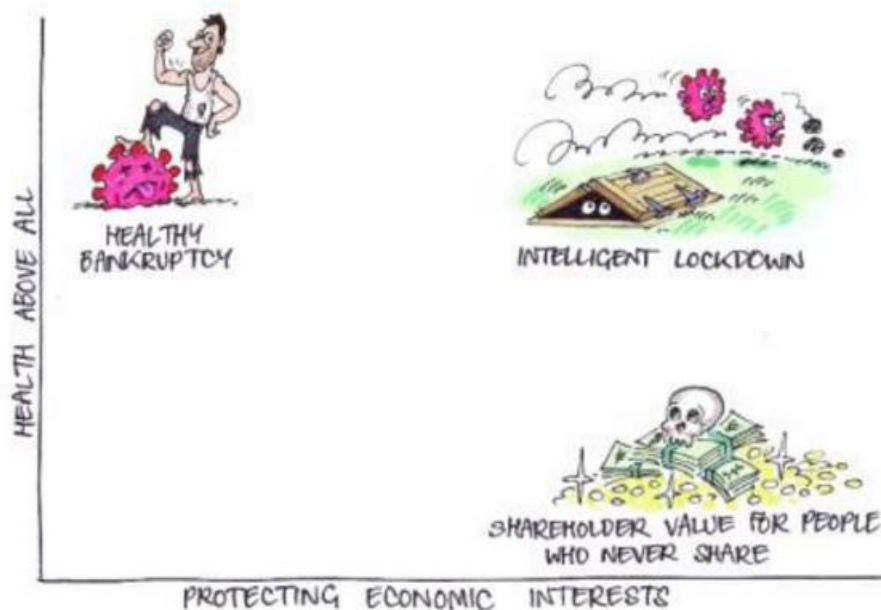
Based on IBM work  
of **Geert Hofstede**



Slide taken from Fons Trompenaars' own presentation

7 Dimensions of **DILEMMAS**

## Intelligent Lockdown



 Trompenaars  
Hampden-Turner  
Culture for Business

Slide taken from Fons Trompenaars' own presentation

**DILEMMAS ≠ DECISIONS**

MIT: Multi-Solving

**REFRAME THE QUESTION**

Sociocracy: Are we asking the right question?



## THEO DAWSON

# VUCA SKILLS - the LECTICA framework

<https://lecticalive.org>

[https://medium.com/@theo\\_dawson](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

### *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.

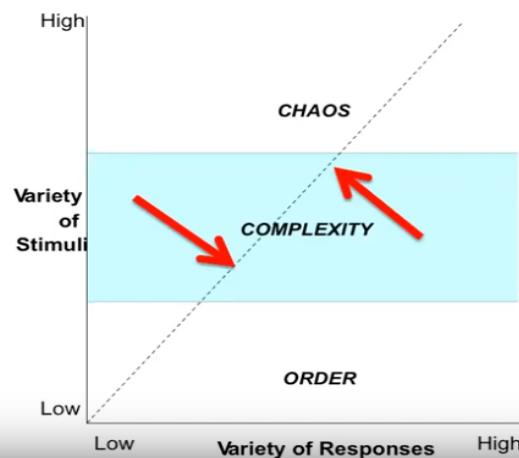
- Complexity does not mean complicated
  - Jumbo jets are complicated, but mayonnaise is complex



Slide taken from Mary Uhl-Bien's own presentation

## Key Finding

- “It takes complexity to beat complexity.”
  - Law of Requisite Complexity (Boisot and McKelvey, AMR, 2010)
- Despite this, leaders respond with order

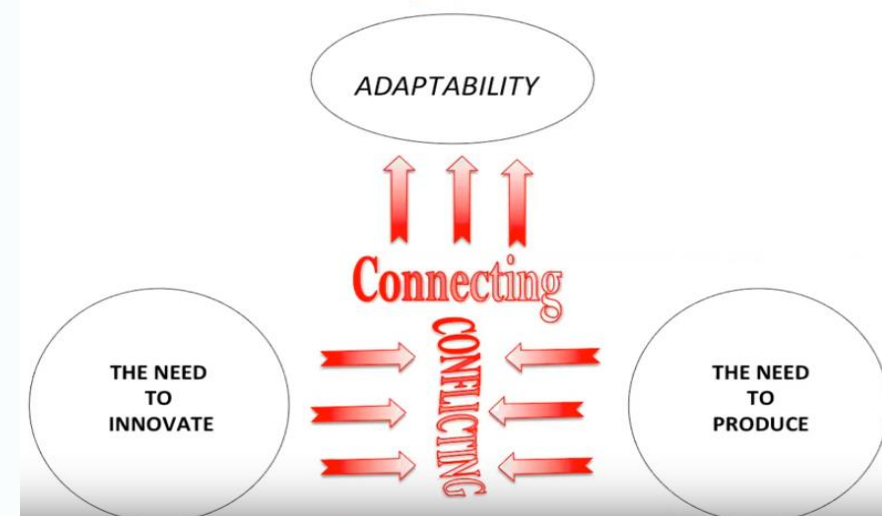


Slide taken from Mary Uhl-Bien's own presentation

You can't control  
the wave

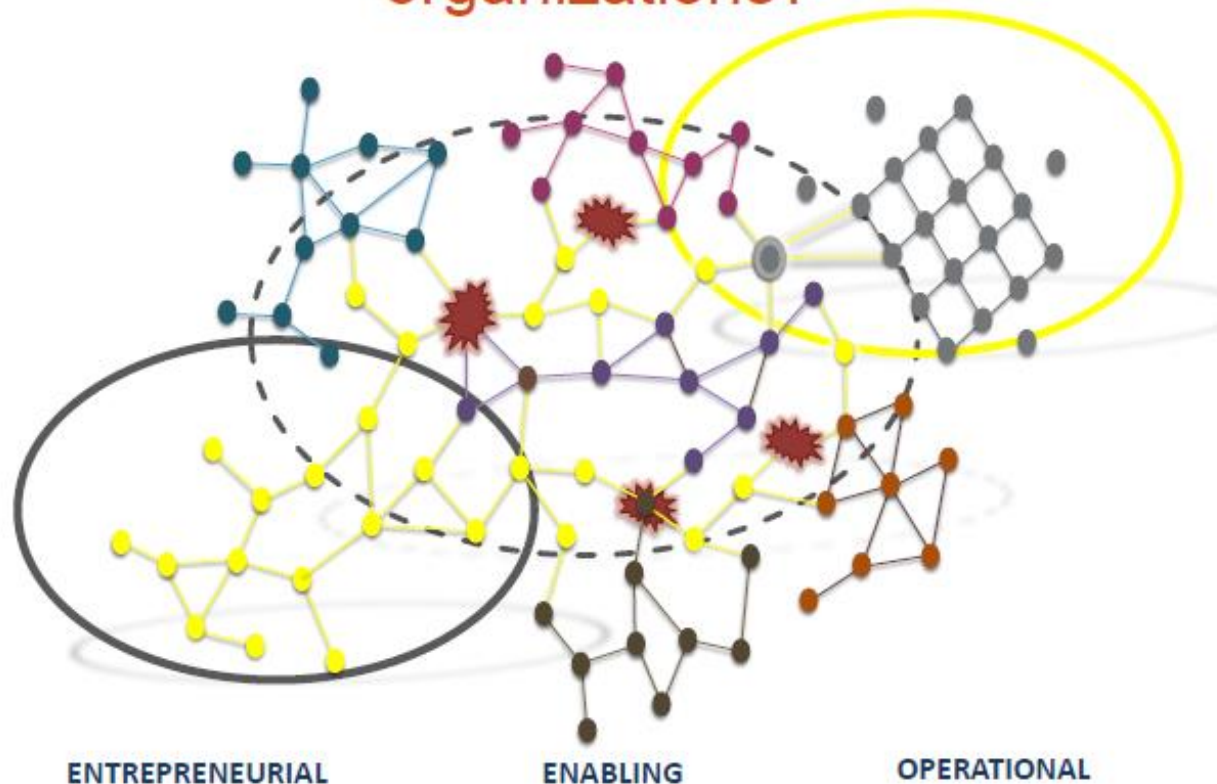
## Rich Interactivity

## The Adaptive Process



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**



## Leadership in complexity?

- You can't control it,
- you can't fix it
- It's not a problem to be solved

Start from 'ma' (empty space) - unknowing

## Reinvention is continuous adaptability

It's never finished

### Emergence:

1. Dialogue with deep interactivity and gestation time
2. No agenda (no predetermined outcome)
3. Both observer/ed: we all need to be co-creators
4. Invite all who care, diversity of perspectives
5. Go outside borders: include other viewpoints

## Leader-ship from a different mindset

Leadership is a process

## How does Sociocracy fit?

- Brilliant for VUCA skills
- Multi-mind coordination, both-and thinking
- Great way to unlearn debate and relearn dialogue

Caution:

- Don't make everything a decision
- Instead consider reframing the questions
- Make more use of Picture Forming
- Avoid pre-mature decision-making
- Allow time for gestation of ideas (and for probing)

### **Sociocracy does not meet rich interactivity criteria**

Need multi-perspectivity **BEYOND** Circles

In context of leadership in complexity, sociocracy is great, but is insufficient

Possible solution: John Buck's BOSSA Nova – especially **Open Space Technology**



## How else might we achieve:

- Bohm or Stacey type of dialogue
- Rich multi-perspectivity
- Serendipitous cross-pollination
- Self-organising chaordicity
- Emergent Co-creativity

to be able to continuously reinvent our world?

**Thank you for listening - enjoy the conversation**

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Leadership in Complexity 5-week (10 hrs) co-learning workshop from 17 July: <https://buff.ly/2YrtzQC>