

Emergent Leadership

Solutions for a Complex-Adaptive World



An Innate Strategies 4-Workshop Series
For Leaders and Strategic Consultants
Levels I-IV: From Complexity to Aligned Strategic Action



INNATE STRATEGIES

...deep, lasting impact

The Fundamentals

Solutions won't work simply because they're "right". They will work when they bring critical actors into a more fundamental relationship with the complex reality of their challenge— with the cause and effect that exists between their intentions, their actions, and the eco-system of key stakeholders.



Emergent Leadership

Solutions for a complex, adaptive world

We live in an increasingly complex world—facing increasingly “impossible” challenges that we simply must solve. As a Leader or as a Strategic Consultant, you are tasked with developing the right solutions to those challenges. It’s tempting to declare what’s “right” based on your own knowledge, experience and perspective. Yet you may have found—and been frustrated by it—that what’s “right” isn’t accepted, implemented or even the optimal solution. Solutions won’t work simply because they’re “right”. They will work when they bring critical actors into a more fundamental relationship with the complex reality of their challenge – with the cause and effect that exists between their intentions, their actions, and the ecosystem of key stakeholders.

Emergent Leadership: Solutions for a Complex-Adaptive World

As a Leader, it especially seems impossible to get a variety of key stakeholders – in corporations, in communities, in non-profits, and in whole societies – all with different perspectives, different goals, different constituencies, different measures of success – to come to shared understanding and agreement about how to work together to achieve something completely new – something completely necessary – something that solves for both the individual and the whole. This series of workshops enables you to internalize both the mindset and the tools for making the impossible, not only possible, but rigorously strategic and actionable.

In this series of four, 2-day workshops - each focusing on a different level of strategy and action - The Leader, The Team, The Organization and The Ecosystem - you will learn the principles, practices and processes for solving our toughest problems in an increasingly complex, multi-stakeholder world.

The fundamental solution is rooted in our relationship with reality.

Strategies, leaders and organizations breakdown when they fail to act in alignment with the reality within which they find themselves. Successful results are always built on the foundation of a rigorous relationship with reality – and, from there, on the shared understanding and agreement that emerges, adapts and scales, simultaneously building the relationships needed to collaborate.

Our most challenging strategic, leadership, and organizational problems become solvable when we are able to:

- Agree about the state of reality
- Agree about what’s causing that reality
- Agree about where to intervene in that causality to change reality, and
- Make the structural and behavioral changes needed to change reality.

The Fundamental Solution

There is a finite set of capacities that, when mastered, enables you to bring a leader, a team, or an organization into actionable, impactful and meaningful relationship with reality.

Clarity

As a Leader or as a Strategic Consultant, gaining clarity is the single greatest value-add you can bring. You will learn to use clarity as a lightning rod for aligned action, catalyzing the latent potential of individuals and teams throughout an organization and inspiring the trust and confidence of key actors. When key partners are clear, they know what to look for - and what to watch out for. They have a reference point around which to organize their thinking - both to spark and to manage their creativity.

Reality

Capturing the reality of your ecosystem simply and clearly – so clearly that you can literally draw it – represents the first step in changing reality. It's one thing to see and understand isolated events in the world – the pieces. It's another to recognize the patterns, to see more deeply the structure, the relationships and, finally, the whole. You will learn how to see the whole of a situation. And when you act with knowledge of the whole, you – and your key actors – can create deep, lasting impact.

Causality

Results don't emerge spontaneously - they are caused. Whether it's Apple, HP and Dell (on the up side) or Lehman, AIG, and Merrill (on the down), they caused their results.

You will learn to interpret the structure – the causal structure –that explains how reality works – your reality, an industry's reality, a community's or a society's reality – enabling key actors and partners to cause the results they seek.

Leverage

Once you understand reality, causality and the whole, you will literally see the opportunities for shifting reality in the right direction. As you learn to look at the whole with a practiced eye, you gain, in a matter of weeks, understandings and insights that take most professionals years. Mastering these ways of seeing and sensing the leverage points in reality reveals to you or your client the ideal strategic path.

Commitment and Action

Commitment is emergent – not simply an act of will. You will learn how commitment builds – from clarity of purpose, through deep engagement with reality and understanding causality to seeing leverage points. When these initial conditions are present, whole organizations commit – to causing the reality they have agreed is necessary.

The Commitment

We are committed to your success - providing you with the tools and the ability to:

- Discover the clear, compelling, measurable goal – the foundation for clarity and the focal point for structuring and changing reality.
- Rigorously map reality and its causal structure – bringing a “mathematical” rigor to bear to clarify, expand, inform and validate reality.
- Systemically assess the ecosystem, identifying the leverage points that will shift reality in the right direction at the magnitude needed to ensure success.
- Tell the compelling story about this more fundamental engagement with reality in a clear, concise and comprehensive way – one that creates the initial conditions and builds the critical mass for commitment and action.

The Participants

This training is specifically designed for Leaders and Consultants engaged in complex-adaptive environments in business, government, foundations and NGO's.

- **In business** - Leaders and Consultants in any endeavor requiring rigorous insight, planning and coordination between diverse individuals, functional areas, suppliers and/or distributors.
- **In government** - local, regional, state and federal Leaders and Consultants grappling with issues that impact diverse, often conflicted, stakeholder groups over time.
- **In society** - foundation and NGO Leaders and Consultants in social justice, the environment, education, local community organizing – efforts where issues of relationship building, collaboration, complexity and scale are at play.

Level I - The Leader

2-day Workshop

Day 1: Grasping Complexity (9:00 - 5:00 pm)

- Complexity – a convergence of forces
- The Fundamental Breakdown – our relationship with Self
- The Fundamental Opportunity – intervening at the individual level
- Seeing and Mapping Reality – establishing a fact-based relationship
 - Mapping as a group
 - Mapping framework
 - Mapping as individuals
- Reality based Interviewing
 - Experiencing the interview
 - Embodying the interviewing relationship
 - Mapping the interview

Day 2: Making Effortless Decisions (9:00 am - 5:00 pm)

- Reality based Mapping
 - Distilling essential purpose
 - Defining the "math" of a leader's reality
 - Designing for fitness
- Assessing Your Reality – seeing the optimal path
 - Identifying levers for change
 - Assessing strategic readiness
 - Sequencing and pacing
 - Clear, compelling communication
- Emergent Leadership– approaching complex, multi-actor environments
 - Conversations
 - “Contracting”

Level II - The Team

2-day Workshop

Day 1: Emergent Consensus (9:00 - 5:00 pm)

- Complexity – a convergence of futures
- The Fundamental Breakdown – our relationship with one another
- The Fundamental Opportunity – intervening at the team/subgroup level
- Seeding Consensus - discovering innate coherence
 - The critical role of the individual
 - Discovering the Subgroup/Team
 - Designing a goal
 - Aligning the goal
- Reality over Time – establishing a reality-based relationship with one another
 - Behavior over time as a group
 - Designing for behavior over time
 - Anchoring ourselves in reality

Day 2: Initial Conditions for Wholeness (9:00 am - 5:00 pm)

- The Role of the Integrated Map - a preview
- Assessing Your Stakeholders Reality – the role of empathy in strategic design
 - Seeking out the Ecosystem's goal
 - "Sitting" with the Actors/Stakeholders
 - Naming opportunities, problems and shared resources
- Navigating Stakeholder Reality - a standalone process
 - Seeing the roadblocks
 - Charting the optimal path(s)
 - Sequencing and pacing
- Closing the loops
 - Conditional close
 - Towards a self-organizing system
 - Clear, compelling communication - another layer
- Emergent Leadership – a thought partnership with leaders
 - Conversations from a Team perspective
 - "Contracting" on behalf of the Team
- On your own – more independent learning pathways

Level III - The Organization

2-day Workshop

Day 1: The Strategic Foundation (9:00 - 5:00 pm)

- Complexity – a convergence of opportunities
- The Fundamental Breakdown – our relationship with Reality
- The Fundamental Opportunity – intervening at the organizational level
- Seeing the Whole
 - The mind of the mapper
 - Framing the integrated map
 - Crafting an integrated map - lessons from the “little” maps
- Testing the whole
 - Validating the integrated map
 - Cautions about the map conversation
 - Freezing the map - when enough is enough

Day 2: The Strategic Framework (9:00 am - 5:00 pm)

- Getting your head around reality - the essential role of analysis
 - Trend analyses - working with what you've got
 - Levels of impact - the genius of Donella Meadows
 - Leverage points - learnings from the intelligence services
 - System archetypes - seeing riptides in reality
 - Alternate views - making room for other experts
 - Deeper into self-organization - the role of the group in analysis
- Simplifying complexity
 - Distilling the essential levers
 - Optimizing the strategic pathway
 - Storytelling - scaling the map for simple, essential conversations
- Emergent Leadership – leading from/for the system
 - Conversations about execution
 - “Contracting” on behalf of the organization
- On your own – the next step in independent learning pathways

Level IV - The Ecosystem

2-day Workshop

Day 1: Initial Conditions for Strategic Innovation (9:00 - 5:00 pm)

- Complexity – the convergence of evolution and reality
- The Fundamental Breakdown – our relationship with Reality at Scale, Over Time
- The Fundamental Opportunity – a new relationship with our innate nature
- An Emergent Strategic Frame
 - Evoking measurable, time-specific alignment
 - From impulse to action - designing strategic probes
 - Cross-pollination and network optimization
- Grounding in Reality
 - Ritual dissent and rapid-cycles of innovation
 - 5 Strategic Q's (and A's) - why, what, how, when, who
 - 1 Next Step - commitment as an emergent property

Day 2: Catalyzing a Self-Organizing Network (9:00 am - 5:00 pm)

- Launching self-organization - 90-day probes/projects
 - Extending momentum
 - Achieving impact
 - Embedding a fundamental shift
- Embodying our innate nature
 - Experiencing collaboration/self-organization (or not)
 - Operationalizing collaboration/self-organization
 - Actualizing collaboration/self-organization
- Emergent Leadership – leading from/for the ecosystem
 - Conversations about our new reality, emergence and self-organizing networks
 - “Contracting” on behalf of the future
- On your own – an evolving set of independent learning pathways

The Methodology

Innate Strategies workshops are both interactive and immersive, relying on brief lectures to launch activities. You will be learning through individual and group demonstrations, your own case study and specific skill building exercises – on your own, in pairs and as a group. You will leave each session with a specific set of understandings, insights and recommendations that will be immediately applicable in your real world setting.

Innate Strategies' proven consulting methodology clarifies and integrates the latest from complexity science and systems thinking regarding emergence, causality and structural change, individual and group psychology regarding behavioral change; leadership development regarding commitment, accountability and performance; and cognitive psychology and neuroscience regarding perception and decision-making.

The Details

Dates

Level I - February 11-12, 2016

Level II - May 19-20, 2016

Level III - October 13-14, 2016

Level IV - February, 16-17, 2017

Workshop size

The Workshop is limited to 24 participants

Location

The San Francisco Bay Area (TBD)

Fees

\$1800 per 2-day session

20% discount when registered 60 days in advance

25% discount when registering for all 4 sessions

Registration

Please visit our website: www.innatestrategies.com/training to register for the workshop or email us at training@innatestrategies.com.

The Workshop Leader



Scott Spann, Founder and Strategist at Innate Strategies has worked both on business issues, with such clients as Apple, HP, and Lockheed; and on social issues with such clients as CARE Guatemala, the White House, and RE-AMP; as well as with local communities. His experience ranges from consulting at Arthur Andersen and Co. to launching the Texas office of The Nature Conservancy; serving as Vice President for ARC, International, a global consulting firm specializing in leadership development and cultural change, to working for Stone Yamashita Partners, a global branding and strategy firm. His career also includes his practice as a trauma and developmental psychotherapist and ongoing studies in group psychotherapy, system dynamics, complexity and network theory.

Additional information

We'd love to hear from you. Give us a call, email us at training@innatestrategies.com, or visit us at www.innatestrategies.com for more information about us or about our training programs.

We've designed our workshops based on principles we have learned from our practical on-the-ground experience as organizational leaders, and as consultants working with leaders of organizations ranging from corporations to non-profits, communities and even whole societies. We invite you to share in what we've learned.

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