

Whole Systems Change

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What is whole system change?

Processes that engage people from all aspects of a system – organization or community to...

- Enable emergence of what is most important, individually and collectively;

and

- Increase the likelihood for achieving it by growing people's capacity to care for themselves, others and the whole.

systems View

“I understand how we fit together”

Wisdom
“Among us, we have the knowledge and skills we need or know how to get it”

Shared Vision/Purpose
“We are doing something meaningful”

Collective

Communication

Public Information
“We shape the story together”

Being

Doing

Connection

Whole Person

“I can be myself; who I am matters”

Individual

Contribution
“I see what I can do”

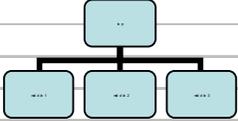
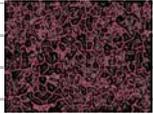
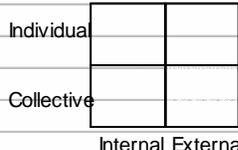
“We continually learn and change together”

Change is a Process

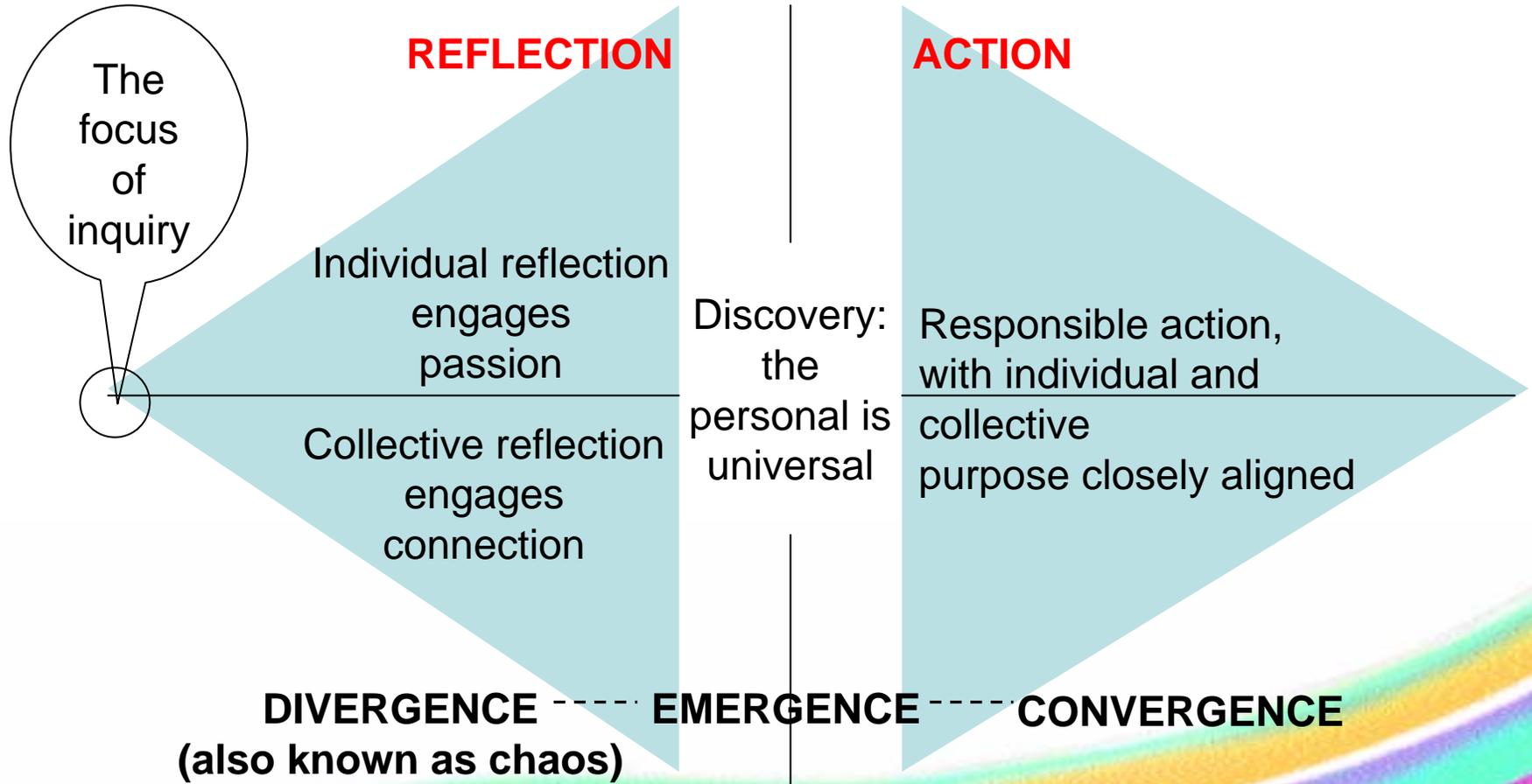
The Shifts

Characteristic	Old assumption	New assumption
The foundation		
Vision/Purpose	They own	We own, making meaning
Contribution	I just do my job	What can I do?
Whole Person	They just want my hands/head	I can be myself; who I am matters
Wisdom	They hire an expert	Among us, we have the knowledge and skills we need or know how to get it
The boundaries		
System	I know my part and that's all I need to know	I understand how we fit together
Process	That was a nice event, now back to the real work; flavor of the month	We continually learn and change together; how does this build on what came before and feed what comes after?
The center		
Communication/ Connection	Need to know; information oriented	Public; stories shape our understanding of each other and our world

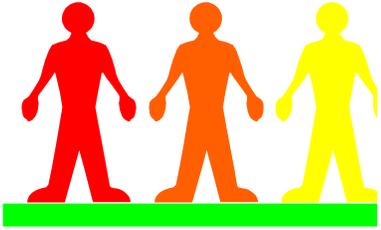
The fear and the potential

	The current state	The fear	The potential
	Hierarchy (pre-determined structure & leadership)	Mob Rule	Differentiated whole (individual & collective needs fully embraced)
The form	Stable---Rigid 	??? - that's the fear 	Fluid; self-organizing; connections via strange attractors 
The focus	Order---control	Chaos	Emergence
What guides the whole	Service to the boss	??? - that's the fear	Service to meaningful purpose
What guides individuals	Responsibility---Accountability	Passion run rampant	Passion & Responsibility
The quadrants			

The Dynamics of Emergence

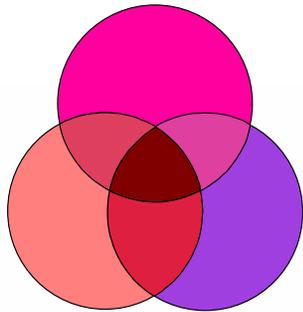
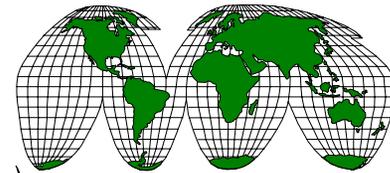


How does it work?



Perception that all are equally human
(discovered through self-reflection)

Perception of a shared world
(discovered through collective reflection)



Perception of an open dialogue
*(experienced through stepping into the mystery
& speaking from passion)*

-Solomon Asch, as interpreted by Fred Emery, through Marv Weisbord

Getting Started



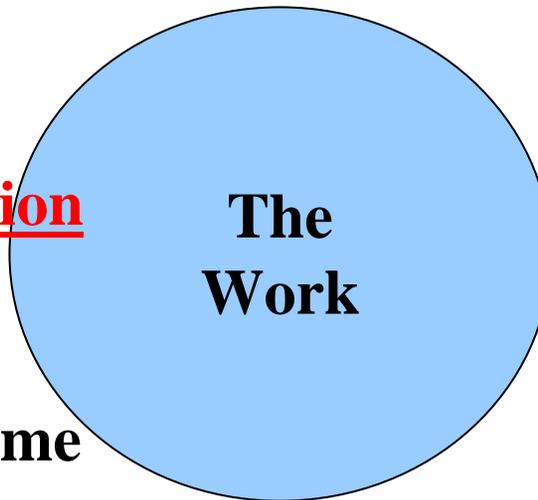
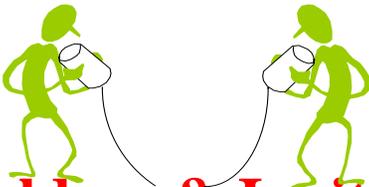
Purpose: Theme & Intent

**Aspirations;
Expectations for
Outcomes**



*How will results be used? What degrees of freedom for action does the group have?
How will you determine that the work made a difference?*

Stakeholders & Invitation



**The
Work**

**Strategy for
Sustaining the
Results**



What forms of communication, management will support people and their work?



Process & Timeframe

Givens

What is not open for change? (Strategy, policy, legal, structural, process, financial)



Evolution of Emergence

- Emergent ideas and relationships
(new connections)
- Special projects
(temporary structures and leaders)
- Self-managed teams
(new structures, fluid leadership)
- Emergent organization and governance
(fluid form, fluid leadership)

Change to what?

A system that consistently achieves what is most important to it, individually and collectively by...

continually increasing its capacity for emergence through...

people caring for themselves, others and the whole...

in service to a meaningful purpose

The Work

Generosity of spirit

*Simplicity of design
(what's one less thing to do and still be whole?)*

Welcome disturbances

Pay attention to what's emerging

Let go of the need for immediate answers

Name the patterns as you notice them
REFLECTION

Discovery:
the personal is universal

Take responsibility for what you care about
ACTION

Say yes, and...

Assume abundance

Give power away

Ask great questions

Invite passion & responsibility

Welcome silence in the collective

Invite the people of the system

Identify purpose that serves self, others & the whole

DIVERGENCE ----- **EMERGENCE** ----- **CONVERGENCE**
(also known as chaos)

The Voice of the Devil

All Bibles or sacred codes, have been the causes of the following Errors.

1. That Man has two real existing principles Viz: a Body & a Soul.
2. That Energy, call'd Evil, is alone from the Body, & that Reason, call'd Good, is alone from the Soul.
3. That God will torment Man in Eternity for following his Energies.

But the following Contraries to these are True.

1. Man has no Body distinct from his Soul; for that call'd Body is a portion of Soul discern'd by the five Senses, the chief inlets of Soul in this age.
2. Energy is the only life and is from the Body and Reason is the bound or outward circumference of Energy.
3. Energy is Eternal Delight.

William Blake, *The Marriage of Heaven and Hell*, 1789