



ALLOW JUDGMENT TO STIMULATE WONDER



If you have some respect for people as they are, you can be more effective in helping them to become better than they are.

—*John W. Gardner*

- You recognize a thorny problem occurring.
- You also sense the frustration and urgency building, yearning for a solution to be decided and implemented.
- At the same time, your gut kicks in and you recognize that your 'go to' approach might not be as useful as in the past.

The pace, complexity and influence of cascading crises in modern business require a fresh approach. Let's explore a vehicle for generative change as one right answer to consider.



Vehicle for Generative Change



Facilitate Awareness -> Clarity -> Alignment ->
BEFORE -> Action -> Results

This is a universal principal for manifesting effective results while in the presence of tension that feels uncomfortable yet challenges you to think through problems with a new mindset.

Awareness: Notice what catches your attention and creates an impulse to act.

Clarity: Clarify intentions, thoughts, beliefs, attitudes, and direction that are underlying motivation, stimulus, or trigger for action.

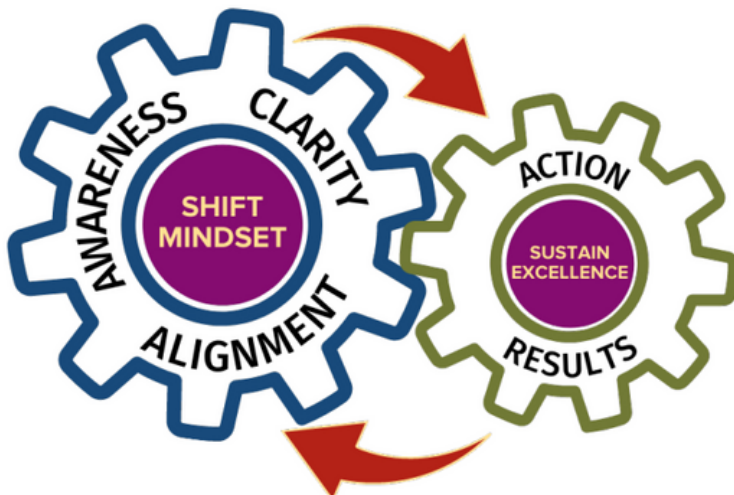
Alignment: Focus on values and principles that support the shared purpose for change; declare intention, purpose, and evidence of success.

BEFORE: Taking time to develop the first three aspects supports a new relationship with the focus for change so that actions emerge that are sourced from discernment.

Action: Take the steps that are aligned with intention, purpose, and values.

Results/Outcome:

- Wins and accomplishments.
- Breakthroughs.
- Deepening the learning and/or forwarding the action. Increased performance, confidence, and mastery.



Only when you've first developed clarity, courage, and commitment will you know how to exert the leverage to really make a difference.

—Dan Millman



Reflection Practice #1

This technique provides leaders with an easier way to self-reflect upon a situation, relationship, or context. Often the root cause for the experience hides underneath bias, assumptions, habits, and preferences.

This technique offers a simple, step-by-step inquiry process that flows like this:

1. Result: Describe what the unsatisfactory result is.

2. Action: Identify the actions that produced that result.

3. Alignment: Consider what the basis was for choosing those actions (often a value or principle).

4. Clarity: Notice the internal motivation or stimulus for wanting to make those choices (often a belief).

5. Awareness: Remember the beginning of the process and now notice what data, information, experience, or others' perspective was either dismissed or discounted and now seems relevant for a new more empowering choice.

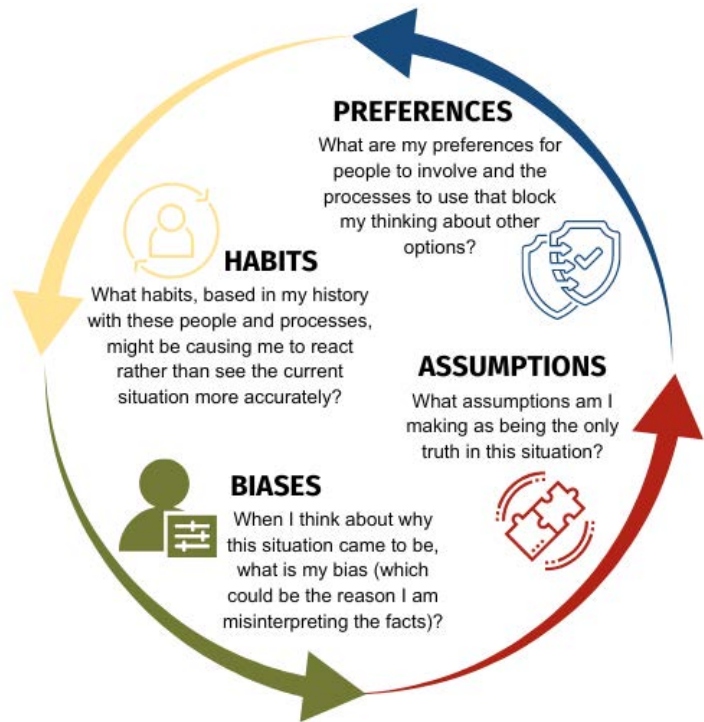


Reflection Practice #2

The first practice focuses on what occurred when actions pursued did not produce a satisfactory result. The four questions in the diagram below offer a way to surface what motivates those chosen actions to begin understanding how mindset can operate quite invisibly.

Allow your peer to answer all the questions. Listening fully honors the partner with respect, avoids triggering defensiveness, and opens perceiving to fully reflect on the ideas that emerge for consideration.

FOUR QUESTIONS
Answer in any order. Start with the easiest one!
5 Minutes per Person
~ Switch



1. What are my **preferences** for people to involve and the processes to use that block my thinking about other options?

2. What **habits**, based in my history with these people and processes, might be causing me to react rather than see the current situation more accurately?

3. What **assumptions** am I making as being the only truth in this situation?

4. When I think about why this situation came to be, what is my **bias** (which could be the reason I am misinterpreting the facts)?



Reflection Practice #3

This final step offers a way to construct a new approach to solutions and make choices about actions based upon a more holistic appreciation for the influences on producing results. Use this simple, step-by-step process through the lens of your new awareness, to choose the beliefs or principles that you now have clarity as the most important drivers and how those drivers fully align with decision-making criteria for your teams to apply as they pursue new choices and produce new, and better results.

1. Awareness: Remember the beginning of the process and now notice what data, information, experience, or others' perspective is valuable and relevant to include for a new more empowering choice.

2. Clarity: Notice the internal motivation or stimulus desired to make new, more empowered choices (often a belief).

3. Alignment: Consider what new basis supports choosing those new, empowering actions (often a value or principle).

4. Action: Identify the actions that produced the new desirable result.

5. Result: Describe what the new satisfactory result is.
