



Facilitating Change

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this topic is personal



**Transforming the
ways we move
forward together**

What are the **ways of working and relating**
that can help us have greater impact?

DISTRIBUTION OF POWER
DECISION-MAKING WORKFLOWS
LEARNING TEAMWORK PURPOSE
AGREEMENTS TEAM DYNAMICS GOVERNANCE
COMMUNICATION COLLABORATION MEETINGS INFORMATION FLOWS
SELF-ORGANIZATION STRUCTURES
PARTNER RELATIONSHIPS COMPENSATION
ROLES & RESPONSIBILITIES FACILITATION CREATIVITY
CONFLICT PREVENTION HYBRID/REMOTE PRACTICES
ADAPTIVE PLANNING



**People showing up as
their full creative selves,
working together on
something greater than
themselves**

the next hour

- ① The "Mess" and Why it Matters
- ② Change, Transformation, and Shifts
- ③ Facilitation with a Capital "F"
- ④ Orientations & Invitations
- ⑤ Dancing in the Center of Change

*Twice you will be invited to get out of your chair
Two short breakout sessions*



Ready



The "Mess" We're In

Uncontrollable Uncertainty



Welcome to the “Mess”





Neither good, nor bad. Just complex.

In the Mess:

We don't know what will happen

Problems seem to be connected
to other problems

We can't know the impact of our
actions & choices beforehand

We can't control outcomes





The "Wild"

“All **Life is interrelated. We are all caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.”**

— Martin Luther King Jr.

Uncontrollable

Interconnected

Life

Wild

Unpredictable

Dirt or Soil?



“**Life** exists at the edge of chaos.”

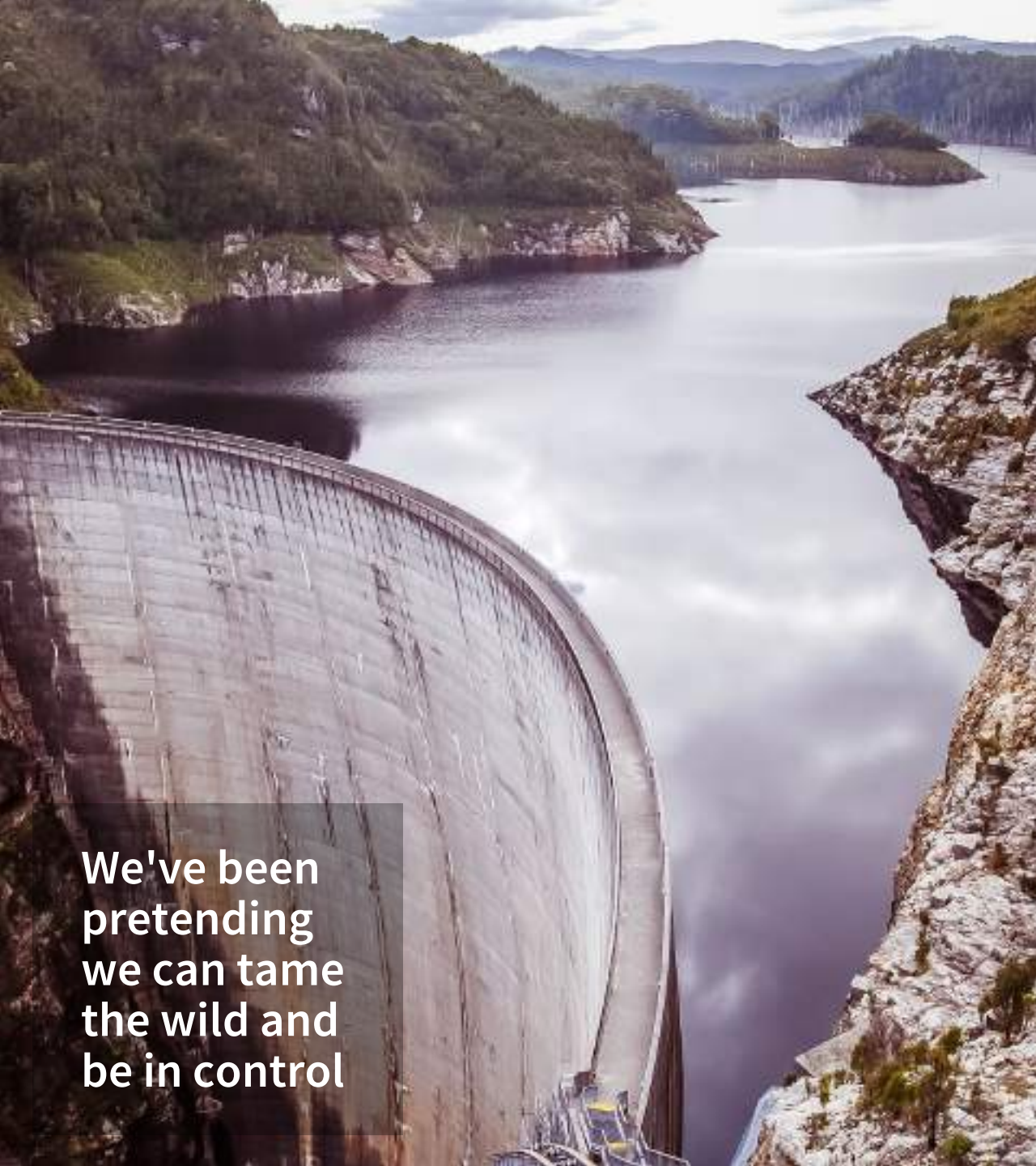
Stuart
Kauffman

An aerial photograph of a cornfield, showing numerous parallel rows of crops stretching across the frame. The plants are in various stages of growth, with some showing golden-brown tassels. The overall color palette is dominated by vibrant greens and warm yellows. The word "Order" is centered in the image, overlaid on a semi-transparent dark rectangular background.

Order

Is everything a machine?





We've been pretending we can tame the wild and be in control



We've lived under the illusion
that our systems are:

Predictable

Controllable

Reducible to Parts



Biology
Sociology
Economics
Psychology
Education
Physics
Management



CONSEQUENCES:

**We strive to
become:**

Useful

Productive

Problem-Solving

Machines





**Scientific
Management
(Taylorism)**

Observe
Analyze
Dissect
Categorize
Diagnose
Prescribe
Fix





**There is no fix for climate
change**

Or injustice





We've been pretending we
can fix and control:

People

Nature

Outcomes

Outcomes emerge

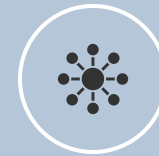
You can't make them happen



Wellbeing



Happiness



Culture



Trust



Weather



Efficiency



Profitability




Health



Empathy

**In what ways do you feel the
expectations of being like a machine?**

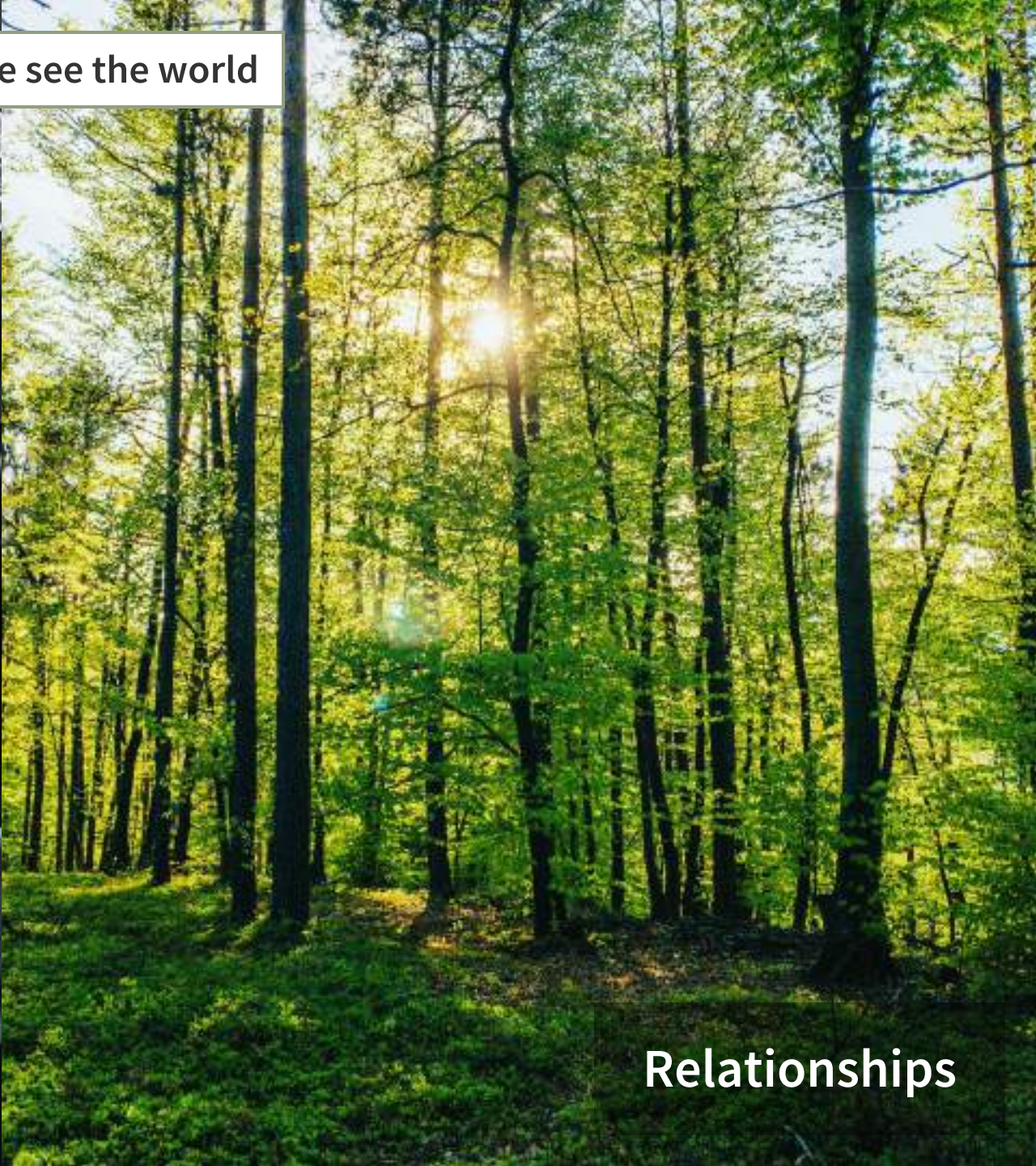
A close-up photograph of a young child with dark hair and a bindi on their forehead. The child is peeking from behind a decorative garland made of red and white flowers and beads. The child's face is partially visible, showing their eyes and a slight smile. The background is a dark, out-of-focus teal color.

How we make sense of
our world

Shifting how we see the world



Objects



Relationships

Physics
Economics
Ecology
Epigenetics
Biology
Neuroscience
Anthropology
Wisdom traditions

Interactions





We have nearly 100 years of science* that points out our systems demonstrate:

Interconnectedness
Interdependence
Emergence

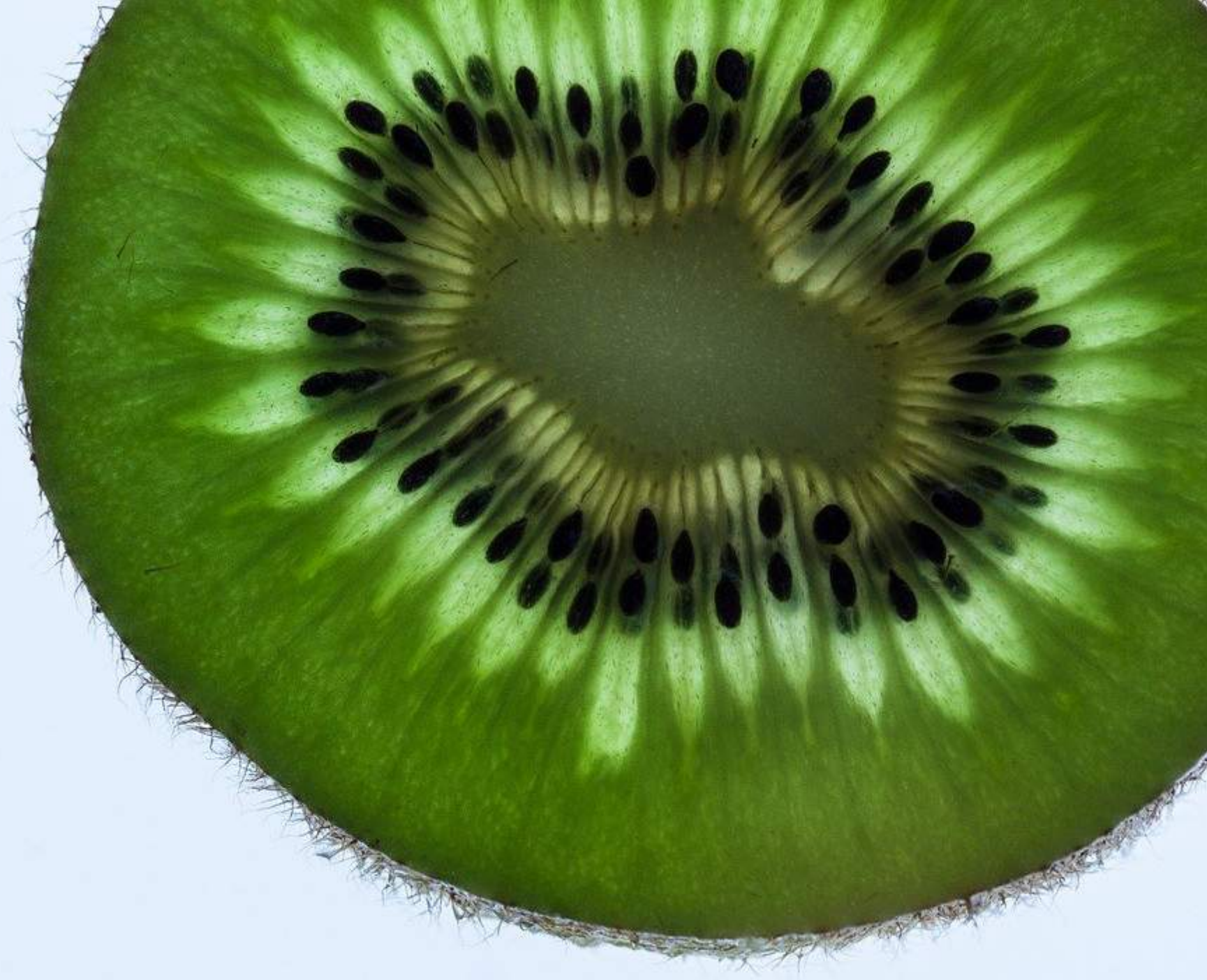
*Wisdom traditions have known this for much longer

A scanning electron micrograph (SEM) showing a dense population of green, rod-shaped bacteria. The bacteria are elongated and have a textured, slightly irregular surface. They are scattered across the field of view, with some appearing in pairs or small groups. The background is dark, making the green bacteria stand out prominently.

Our bodies are not simply our own

**Mind: an
emergent,
self-organizing,
and relational
process**

according to interpersonal neurobiology





Dynamics of Life

Changes, Transformations, & Shifts

If we focus change
on problem solving,
we run into trouble



Getting from Point A to Point B

1 Analyze

2 Define

3 Plan

4 Execute

“To define is to isolate, to separate some complex of forms from the stream of **Life and say, ‘This is I.’ . . . Thus [s]/he begins to feel, like the word, separate and static, as over against the real, fluid world of **Nature.**”**

—Alan Watts

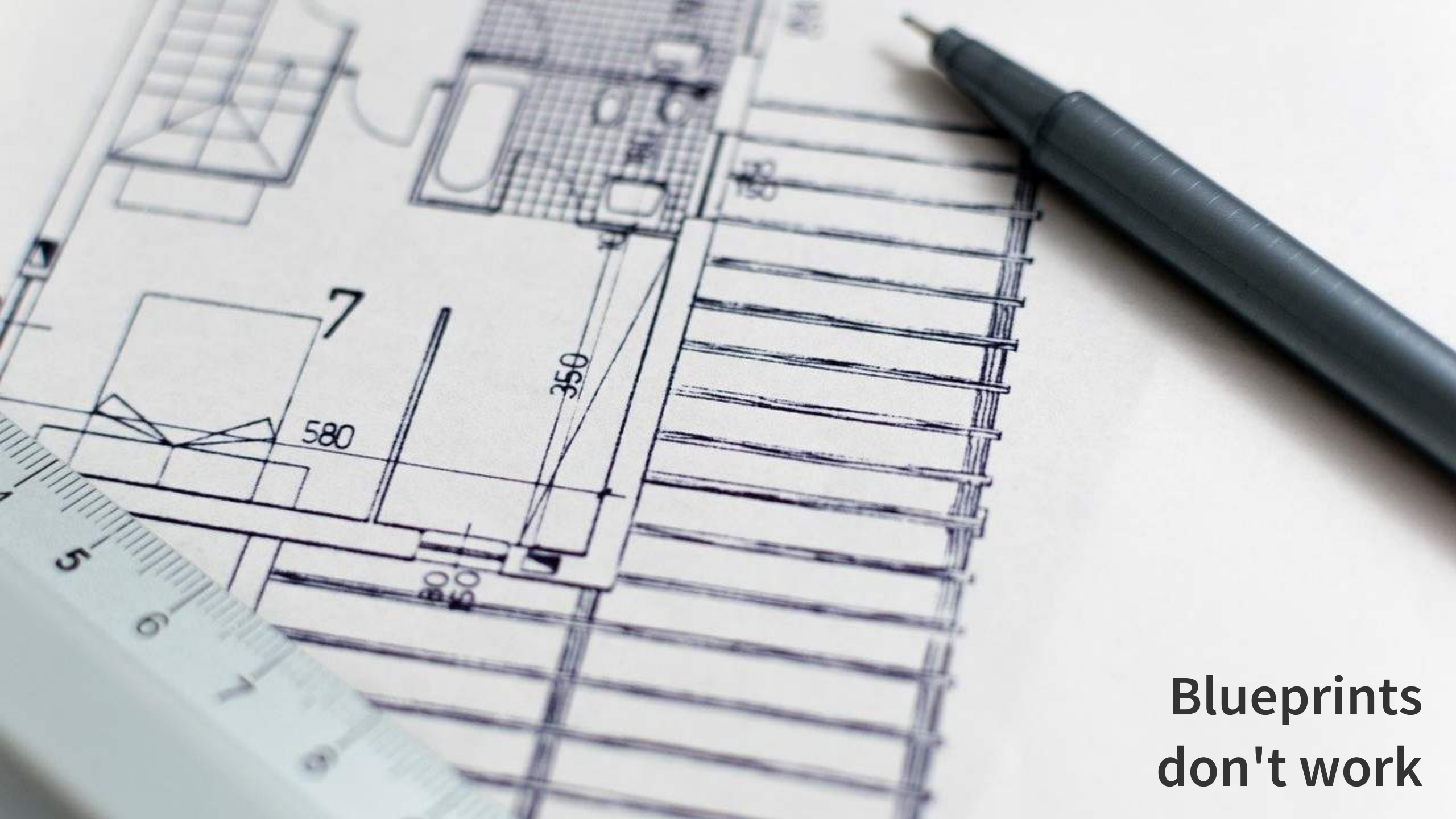
Everything is dynamic





Point A and Point B are constantly moving





**Blueprints
don't work**

**We cannot plan nor think
our way out of the Mess**



Uncontrollable

Unpredictable

Wild

Life

Dynamic

Interconnected

Interdependent

Emergent

Moving with the Dynamics of Life

MACHINE

Predictable

Controllable

Fixable

Dispensable

Knowable through analysis

Knowable by its parts

Understood as object

LIFE

Unpredictable

Uncontrollable

Wild

Interdependent

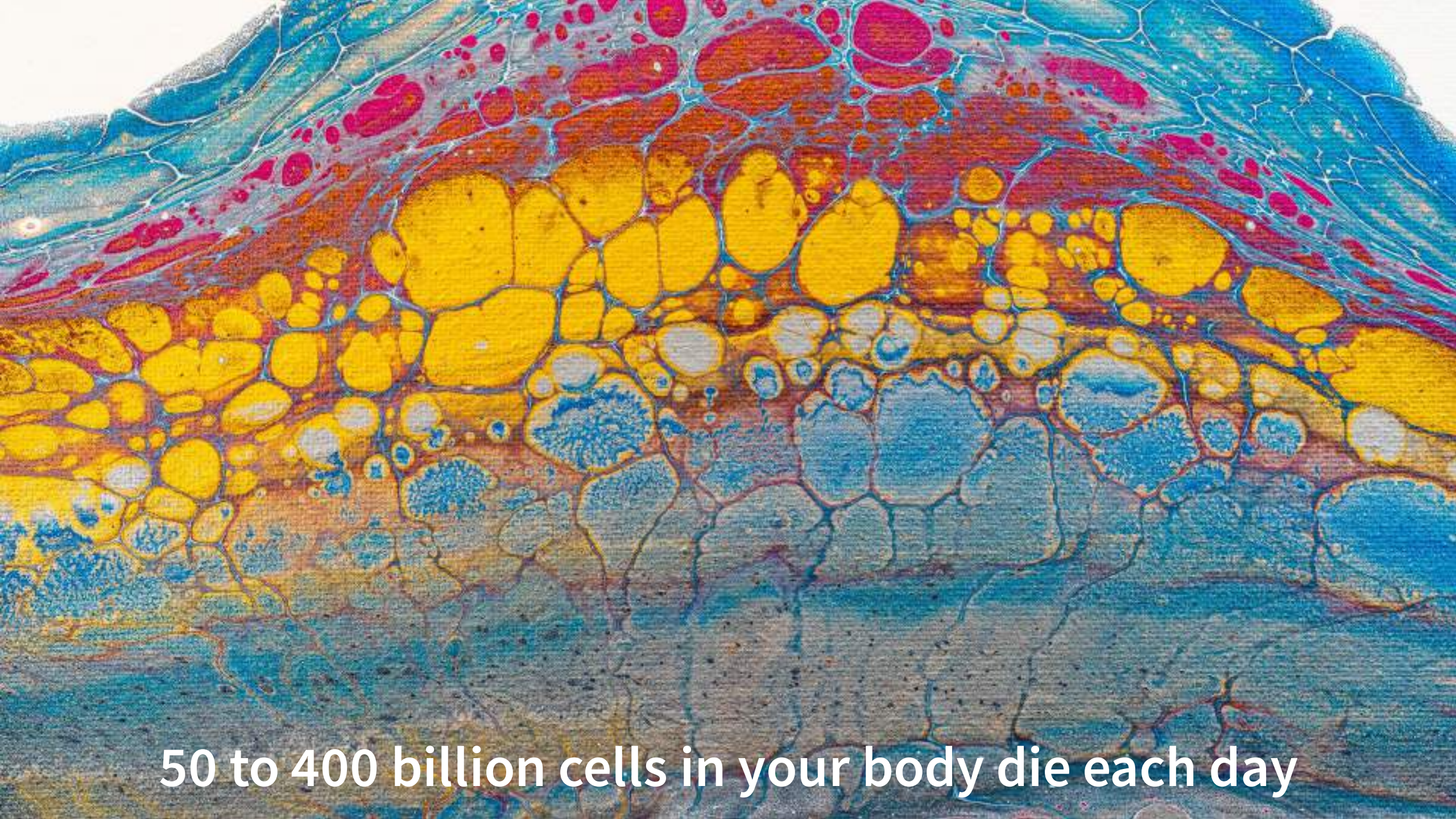
Dynamic

Interconnected

Emergent through relationships

"Only that which can **change** can continue."

-- James Carse



50 to 400 billion cells in your body die each day





We are **change**



**This should be
easy then, right?**


Not when pretending
we're machines



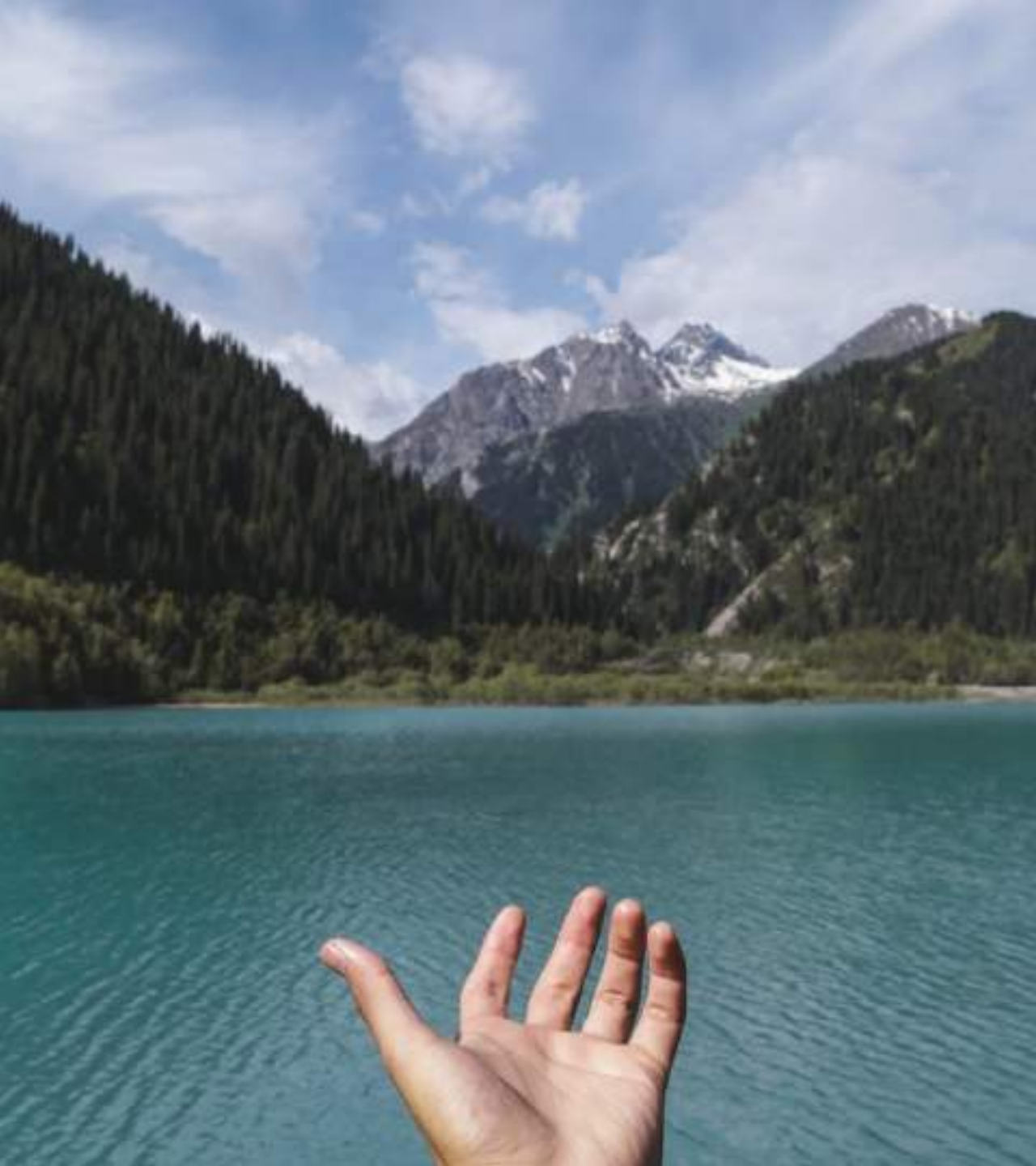
Change without consent
is often violence



(and ultimately ineffective)

A man with a goatee and closed eyes, wearing a white button-down shirt, stands in the center. He is surrounded by several hands from different people, all pointing towards him. The background is a plain white wall. The text "I need you to . . ." is overlaid on the man's chest.

"I need you to . . ."



Invitation

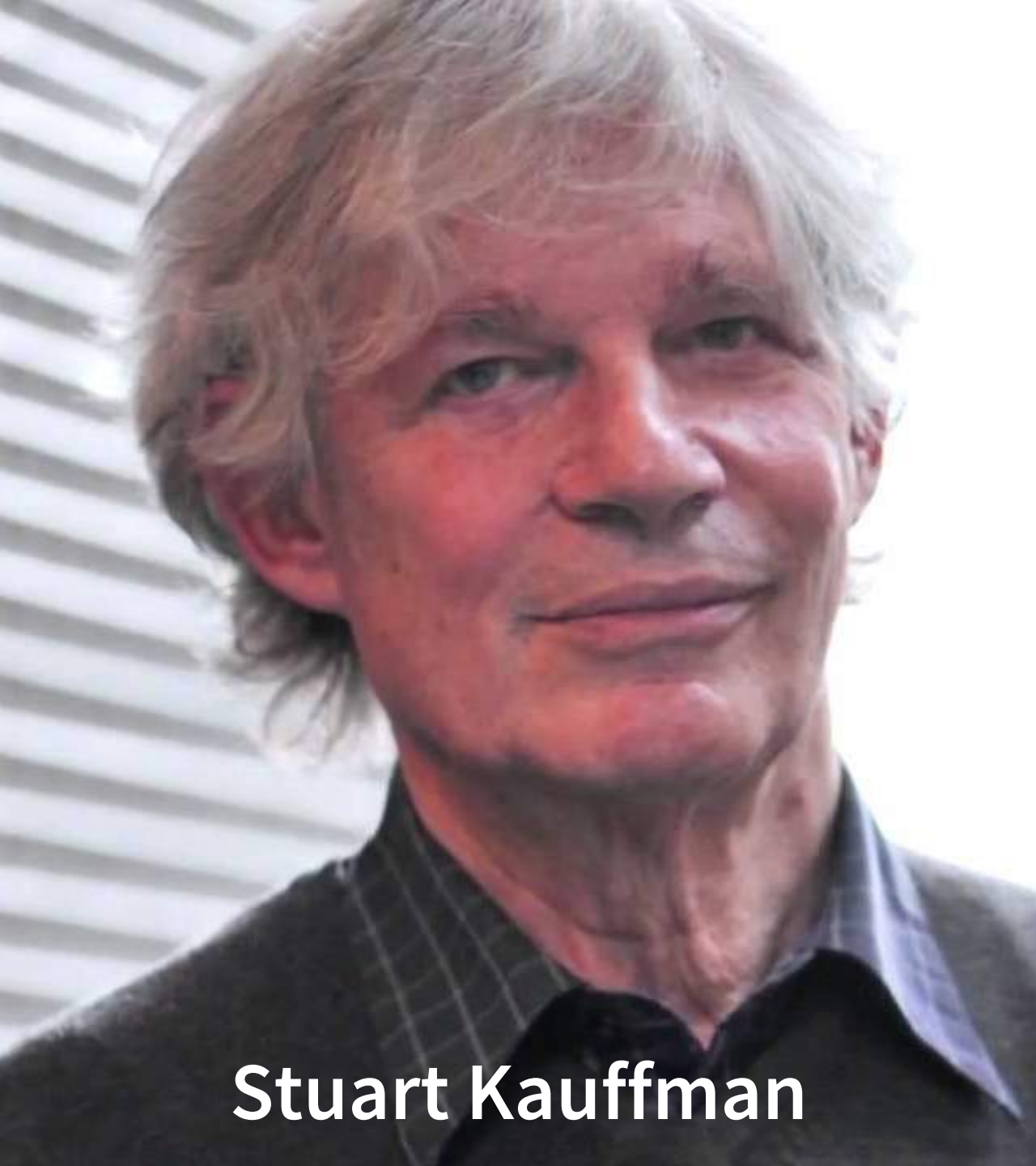


Participation

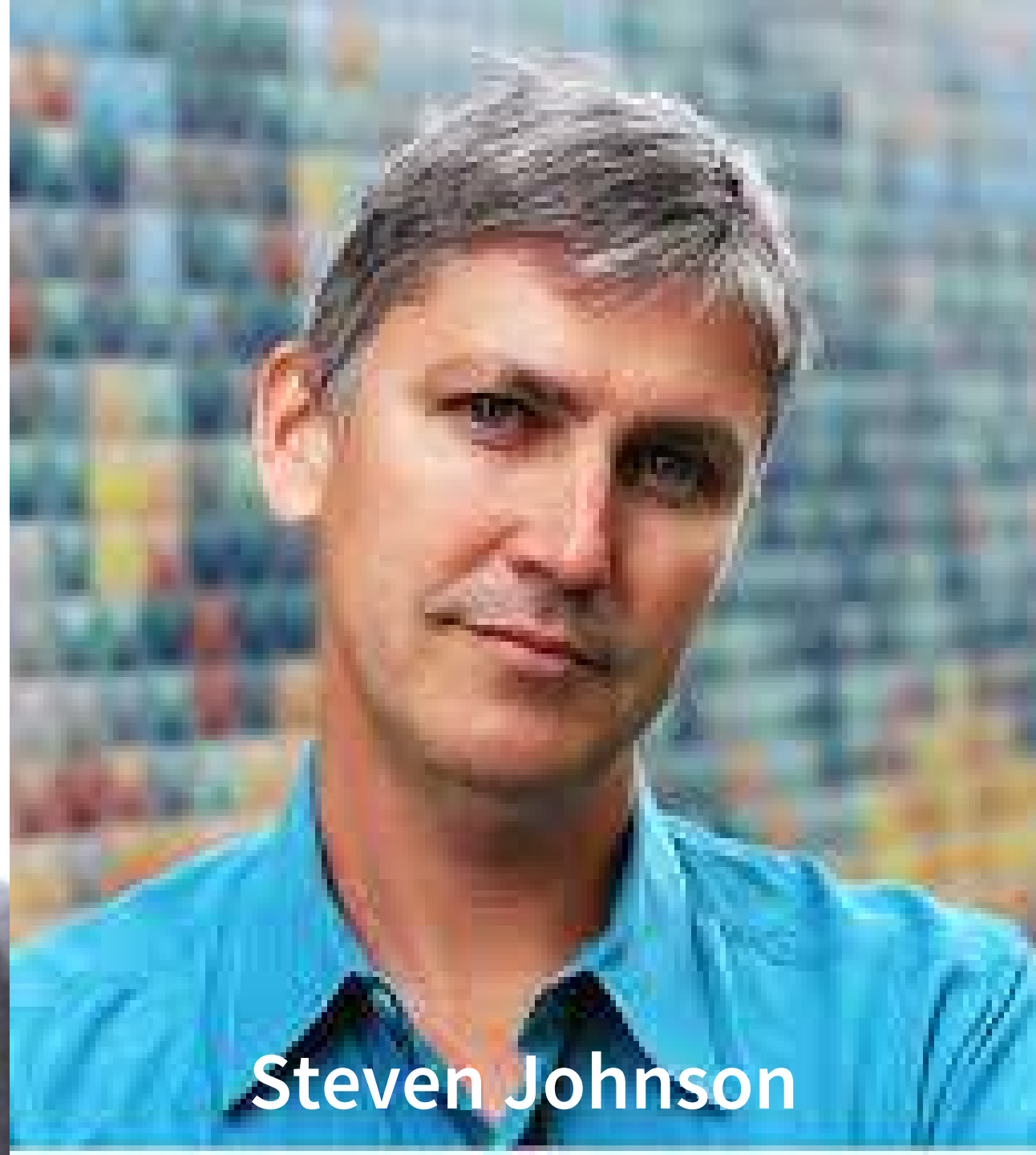
“People are committed to what they have a hand in creating.” -- Peter Block



Transformation may be what we want



Stuart Kauffman



Steven Johnson

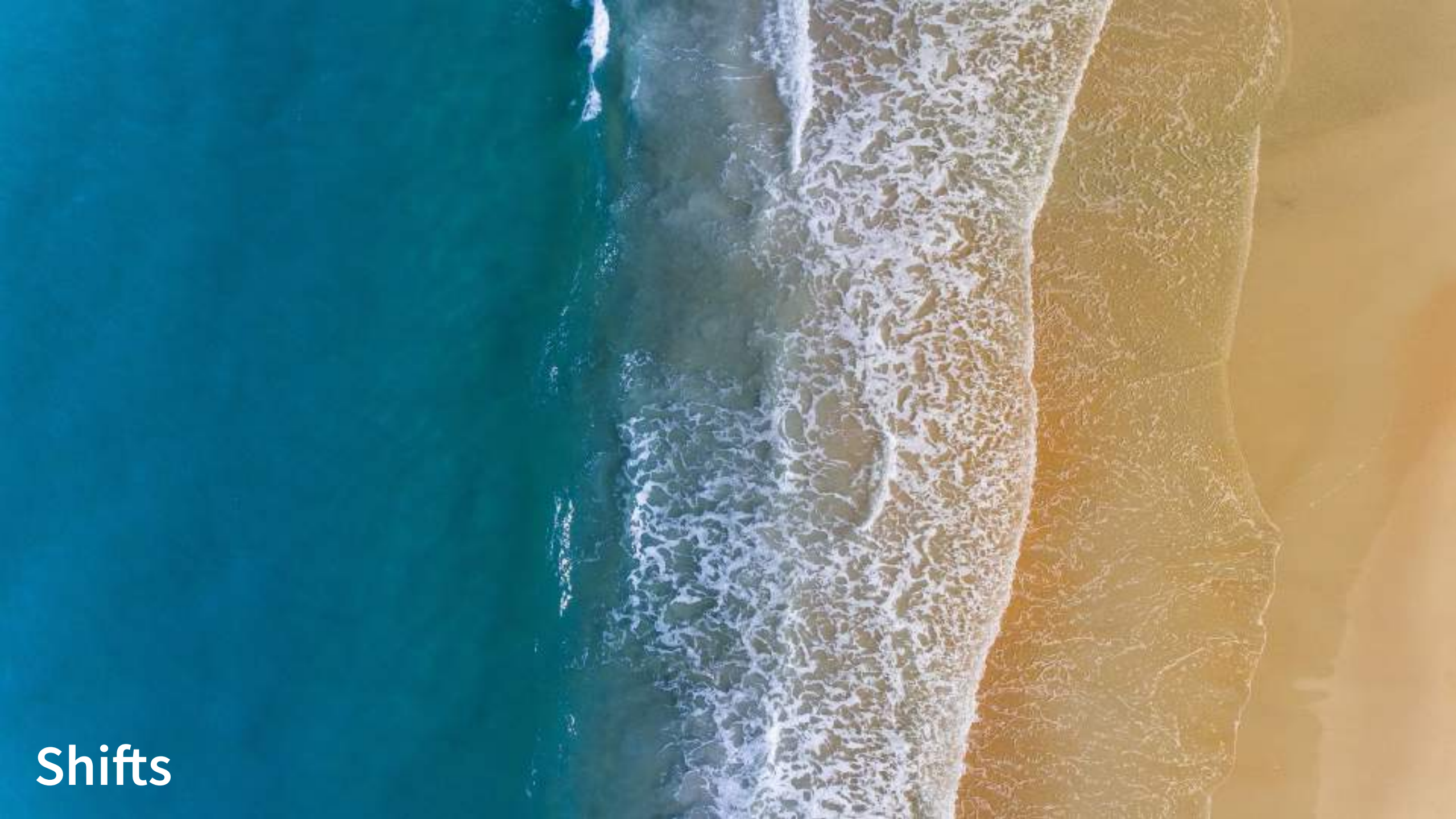


The Adjacent Possible

“The adjacent possible is all those things—
ideas, words, songs, molecules, genomes,
technologies and so on—
that are one step away
from what actually exists.”

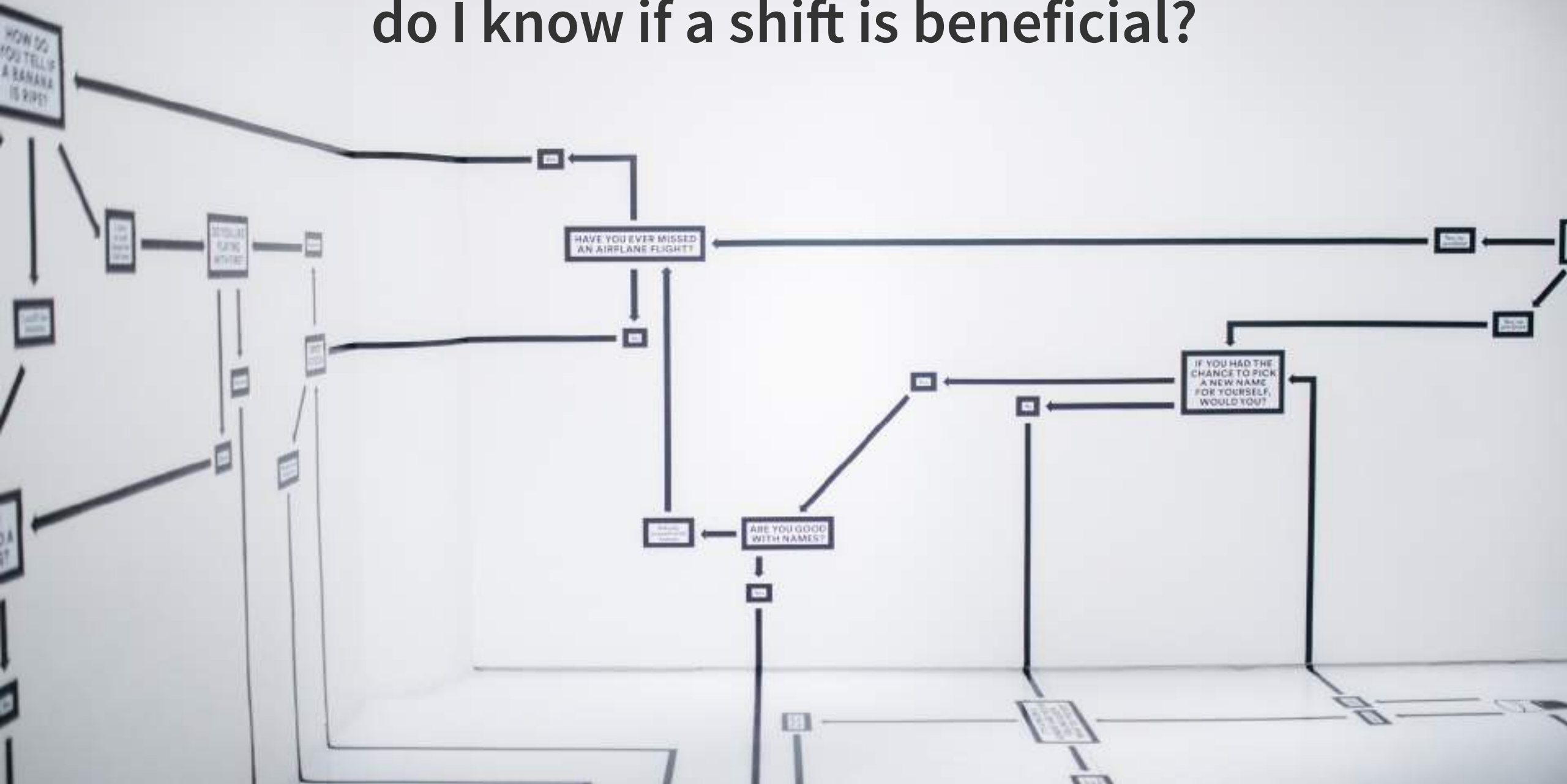


Transformation is a process



Shifts

Without a blueprint or a plan, how do I know if a shift is beneficial?



We experiment





Why not goals & objectives?

Goals can create blinders





Goals & objectives can be useful:

- For establishing beneficial habits
- When updated regularly
- When aligned with something bigger and more intrinsically motivating

Horizons





Tacking & Jibing

The image is a vertical composition of two distinct visual elements. The left half shows a close-up of sand dunes with soft, rhythmic ridges and valleys, rendered in warm, golden-brown tones. The right half is an abstract, glowing orange tunnel or vortex, composed of many thin, concentric, curved lines that create a sense of depth and movement, leading towards a bright light source at the top. The overall aesthetic is organic and rhythmic.

Rhythms & Cycles



In turning our attention to shifts, cycles, rhythms, and horizons, we

- move more with Nature rather than like a machine
- shorter term plans with bigger visions
- open the need for new roles

Facilitation with a Capital "F"

**What exactly is
“Facilitation”?**





LAW ENFORCEMENT
DOCTORS RESTAURATEURS
PUBLIC OFFICIALS ENGINEERS
NURSES PARK RANGERS
PARENTS
BUSINESS LEADERS
JOURNALISTS PROPERTY MANAGERS
FIREFIGHTERS
SCIENTISTS
FARMERS
TEACHERS

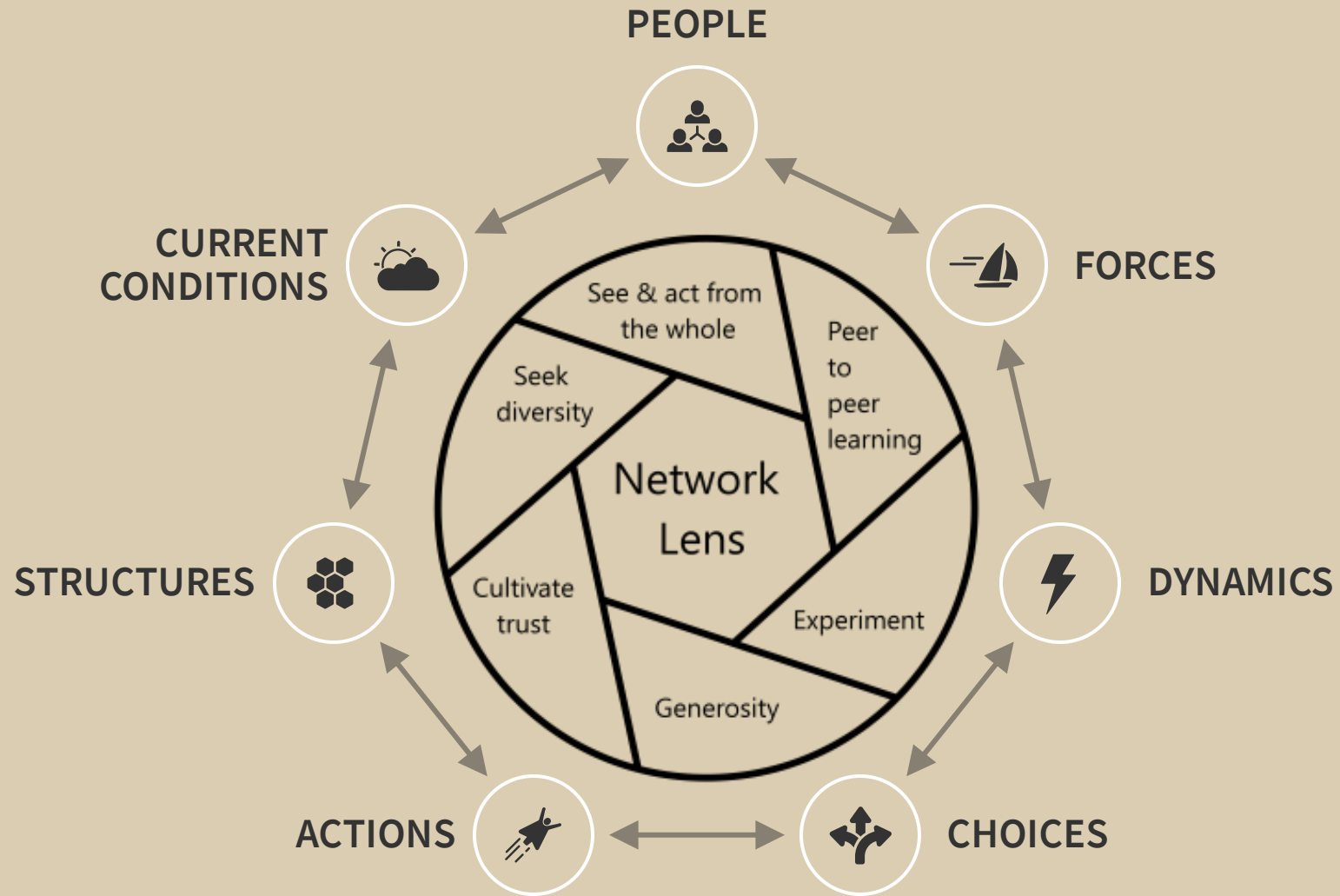


Facilitation

“to make easy”

(though it's rarely easy)

Facilitating in Action



What is effective facilitation?

Necessary for complex efforts



Parts & Whole Fit

Synthesis
Context



Voices Heard

Awareness
Equity



Strengths Realized

Weaving
Participation



Firm Principles

Responsiveness
Adaptation



Flow Happens

Communication
Connected Actions



Diversity
powers
creativity &
evolution

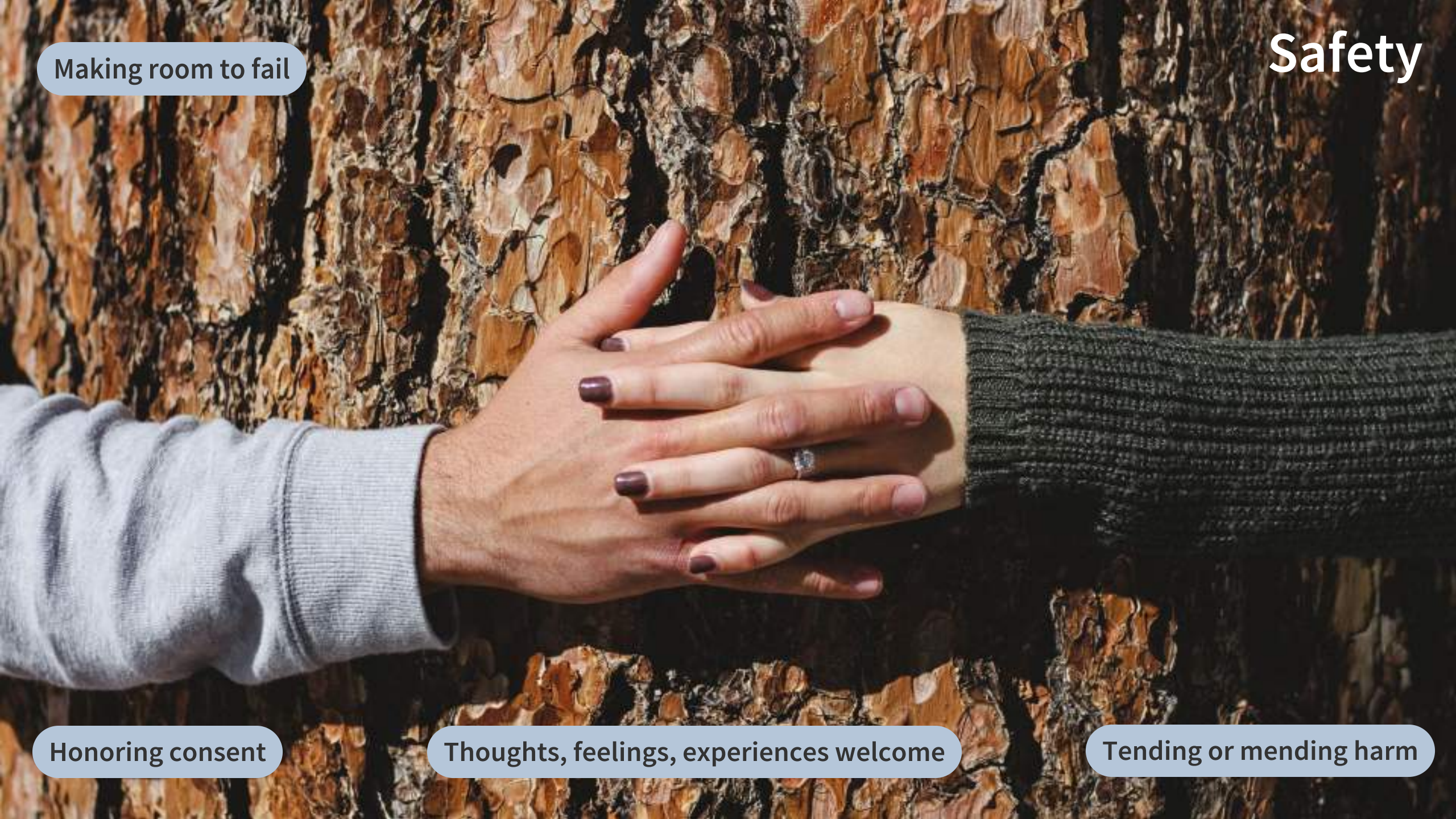
We need more

A word cloud of terms related to diversity and inclusion. The words are arranged in a roughly rectangular shape, with some words oriented vertically. The largest word is 'PERSPECTIVES' on the left. Other prominent words include 'DIVERSE IDENTITIES', 'VOICES', 'SKILLS', 'TRADITIONS', 'CULTURES', 'BACKGROUNDS', 'RACES', 'AGES', 'VIEWPOINTS', 'SKIN COLORS', 'ETHNICITIES', 'PERSONALITIES', 'HISTORIES', 'WAYS OF SEEING', 'COLOSABILITIES', 'BELIEF SYSTEMS', 'CREEDS', and 'NATIONAL ORIGINS'.

PERSPECTIVES
BACKGROUNDS SKIN COLORS
CULTURES ETHNICITIES
DIVERSE IDENTITIES NATIONAL ORIGINS
PERSONALITIES VOICES CREEDS
RACES HISTORIES AGES SKILLS TRADITIONS
WAYS OF SEEING COLOSABILITIES
VIEWPOINTS BELIEF SYSTEMS

Safety

Making room to fail



Honoring consent

Thoughts, feelings, experiences welcome

Tending or mending harm



Safety and discomfort are essential



Great Facilitation

1 Nervous System Regulation

2 Presence

3 Divergences with purpose

4 Understanding of power dynamics

5 Un-self consciousness



**What are you facilitating?
What would you love to be facilitating?**

Orientations & Invitations

How do I co-create
a better world?
Better workplace?
Better relationships?



**What if Facilitation
is about tending
Life?**



Facilitating in Action



“**Life** creates conditions conducive to
-- Janine Benyus
Life.”



Feel the feels



Be IN the experience

“Befriending our experience—by making space for what is, along with all our feelings about it—is what facilitates movement. It allows the desire for **change** to arise as a natural expression of caring for ourselves—as a holy longing—rather than a crusade against our feelings.”

-- John Welwood

A photograph of an airplane cockpit, viewed from the side. A pilot in a white uniform is visible, with their hands on the controls. The cockpit is filled with various instruments, screens, and control panels. The lighting is dim, typical of a cockpit during flight.

Control

A close-up photograph of a bright green tree frog clinging to a green leaf. The frog is positioned vertically, with its head at the top. Its skin is a vibrant, glossy green, and its large, dark eyes are prominent. The background is a solid, bright green color, matching the leaf and the frog's skin.

Responsiveness

Considerations

- ★ Do I try to be a machine?
- ★ Am I overly focused on problems?
- ★ How much energy do I exert trying to control change?



Orientations

- ★ Tending **Life**
- ★ Moving toward horizons
- ★ Moving with rhythms and cycles





Invitations

- ★ Feel the feels
- ★ Seek participation
- ★ Become a great Facilitator

BE yourself

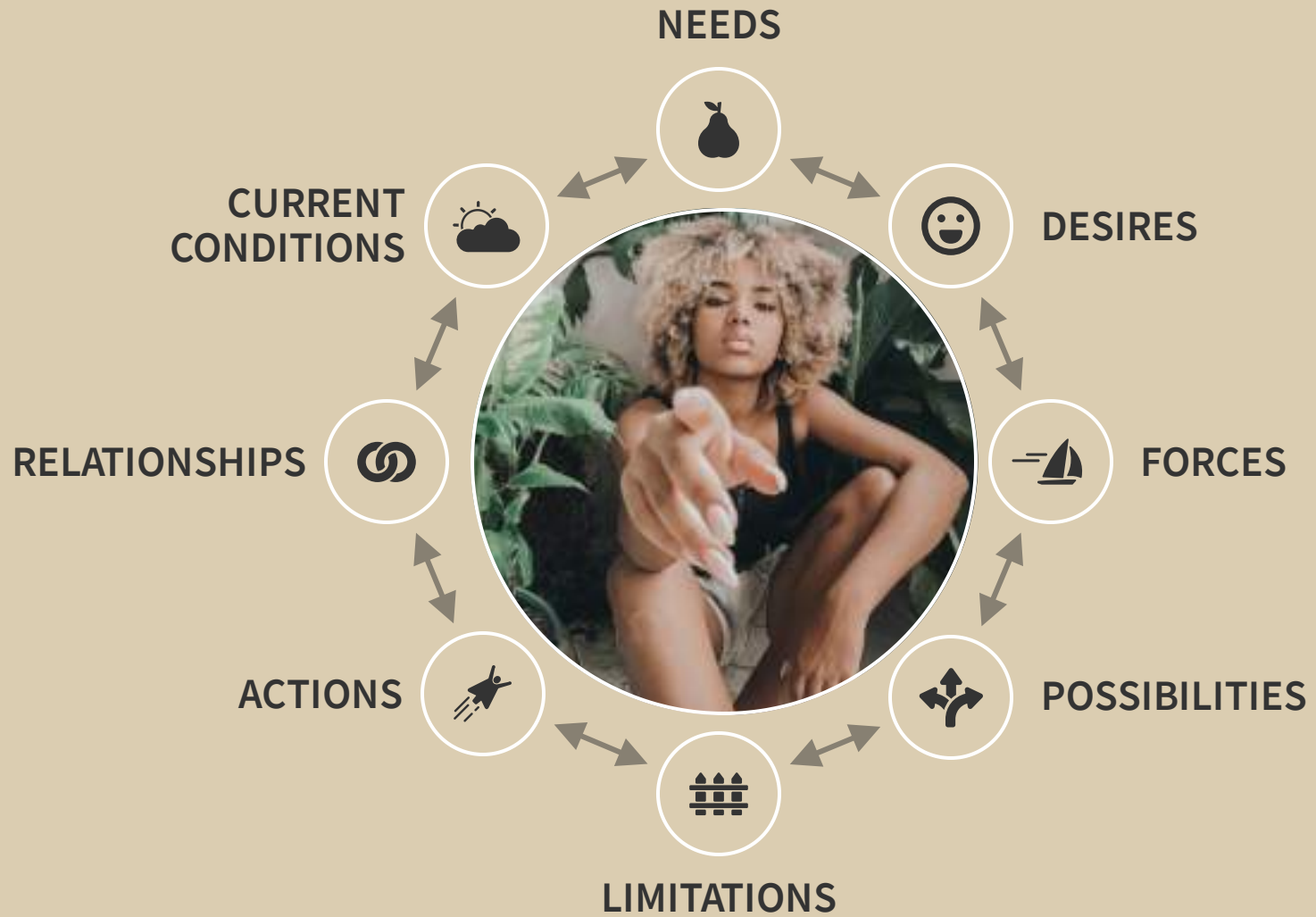


Dancing in the Center of Change

What if you didn't have
to strive so much?



Facilitating You





Dancing in the Mess

“With-nessing: The burden of **change
is not human; it is not up to us.”**

-- Bayo Akomolafe

CHRISTOPHER ALEXANDER DONELLA MEADOWS
RALPH WALDO EMERSON
TOM BROWN
JIDDU KRISHNAMURTI MARGARET WHEATLEY DANIEL CHRISTIAN WAHL
VALARIE KAUR SANDY HOSKINS
DAVID PEAT JOANNA MACY PAOLA BORDON BONNIE PERRY RICHARD ROHR
DAVID BOHM PAOLO FREIRE FRITJOF CAPRA BELL HOOKS ROBIN WALL KIMMERER
DAVID WHYTE JOHN A. POWELL DAN SIEGEL BAYO AKOMOLAFE CLINTON WILSON MARTIN BUBER
STUART KAUFFMAN JOHN WELWOOD ANDREAS WEBER NATURE SAM KEEN JERRY JUDD BILL ISAACS DAVID DEIDA JAMES CARSE
ANNIE DILLARD PETER BLOCK DEE HOCK OTTO SCHAMER CARL JUNG
FREDERIC LALOUX SOREN KIERKEGAARD MARTI SPIEGELMAN LAO TZU RUDOLPH BALLENTIN
JERRY MICHALSKI ALAN WATTS PIA KEALEY GRACE LEE BOGGS PARKER PALMER
ADRIENNE MARIE BROWN PAUL HAWKEN PETER SENGE JEFFREY SUMBER JETT PSARIS
JANINE BENYUS MAE WAN HO ESKO KILPI KEVIN JOHN FONG MARTIN LUTHER KING JR. JOE WESTON
SAMANTHA SLADE
ALBERT LASZLO BARABASI ROBERT AUGUSTUS MASTERS



Ready



“There is a vitality, a life force, an energy, a quickening that is translated through you into action, and because there is only one of you in all of time, this expression is unique. And if you block it, it will never exist through any other medium and it will be lost. The world will not have it. It is not your business to determine how good it is nor how valuable nor how it compares with other expressions. It is your business to keep it yours clearly and directly, to keep the channel open. You do not even have to believe in yourself or your work. You have to keep yourself open and aware.”

-- Martha Graham



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Links to Recent Media

- **Organizational Values with Soul**
CultureCon Webinar
- **Society 2045 Interview**
Friday series on envisioning positive futures
- **Team Dynamics: Thriving by Nature**
DreamBank by American Family Insurance Webinar
- **Transformative Networks Powered by JEDHI**
PCI Sunday Presentation
- **ReImagining Podcast with Theodore Richards**
Living in the Mess
- **The Art of Convening Virtually**
nuWorld webinar
- **Leading from Being Podcast**
- **Tango! Bomboncito**