

**Working notes from Creating Change -
a journey around the 7 hills of change**

Held on 16, 17 and 18 June 1999 in Barony Castle, Peeblesshire

Day 1

10.00 Welcomed everyone - introduced the structures and themes of the course, thanked them for coming - they are some of the best people we know.

We got everyone's name up on the wall, with details of where they were from

We talked through some basic ground rules for the group

- no jargon
- no judging
- no obsessing
- no fixing

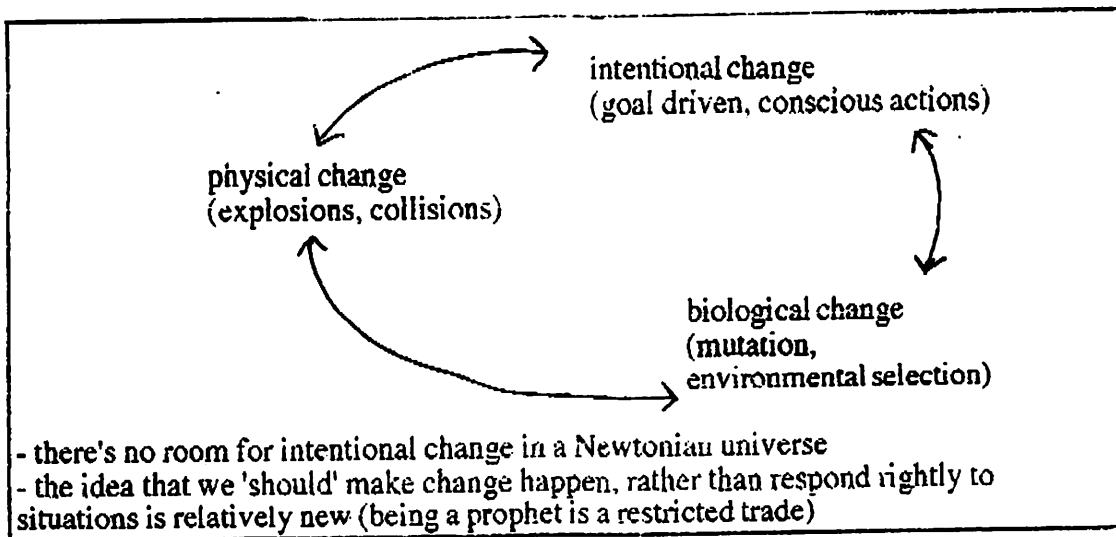
10.40 Thinking about change - Pete worked through a series of acetates

acetate 1 - from Herb Lovett, Learning to Listen

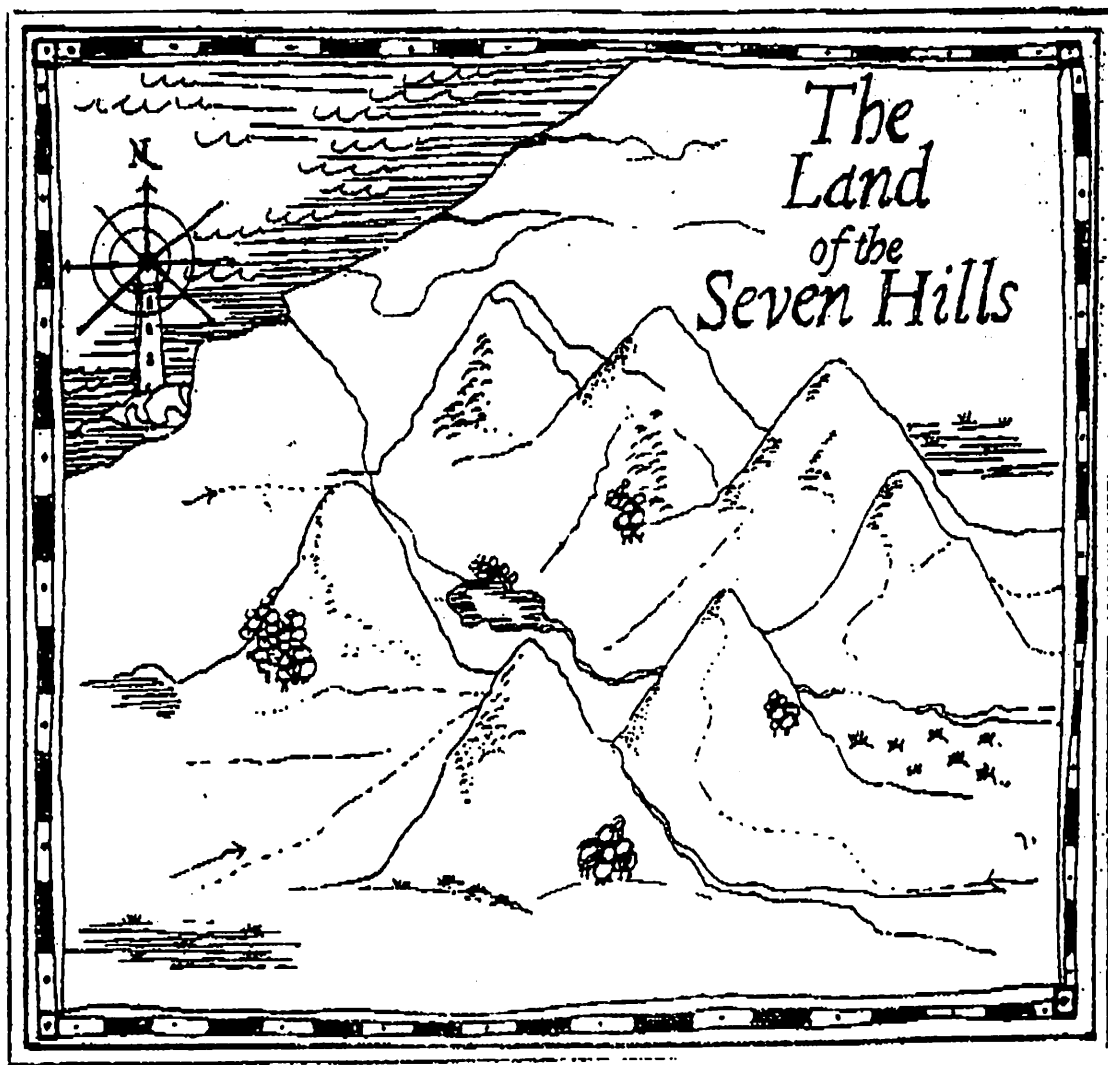
"Many of us have a clear vision - and first hand experience - of how people with disabilities can live in ordinary places and contribute significantly to the wider lives of our communities. Meanwhile, most people are living with services that, in effect, keep them homeless and poor, lonely and ignored, and, most of all, powerless to change any of it. The real work before us lies in putting that to an end."

Pete said this was our starting point, this course wasn't about values or person centred planning, we were taking as given that we all shared the above belief

acetate 2 - the nature of change



Pete introduced the concept of change by explaining that this idea that you could intentionally go into a situation or environment was relatively new - previously the most important thing was to react rightly to changes which happened out there.



acetate 3 - Situations which call for conscious attention to the change process

- **Conservation** - maintaining something special in the face of erosion and pressure
- **Adaptation** - change of place, change of pace, change of method and technology, change of structure and roles, change of scale
- **Disruption** - leavings, joinings, beginnings, endings, mergers, losses
- **Conversion** - change of purpose, ethos, pattern, relationships, 'culture', beliefs

acetate 4 - Things we know, suspect or can read in many books

- lying to people, not involving them, assuming they are stupid are common and counterproductive strategies, etc.
- personal integrity and sticking around increase the chances of achieving significant change
- the quality of communication is critical, but hard to address
- public sector organisations value precedent, maintenance, uniformity, equity and respond slowly to external stimulus. This makes intrapreneurship difficult.
- organisation is as important as motivation
- doubt and stuckness are integral
- the most hostile criticism often comes from the people who want to join

acetate 5 - Reassurance

"most change efforts fail" - Peter Senge, later

"so it's not just me" - Pete Ritchie, later

acetate 6 - Argyris's 7 world wide errors

1. Actions intended to increase understanding and trust often produce misunderstanding and mistrust
2. Blaming others or The System for poor decisions
3. Organisational inertia: the tried and proven way of doing things dominates organisational life
4. Upward communications for difficult issues are often lacking
5. Budget games are necessary evils
6. People do not behave reasonably, even when it is in their best interest to do so
7. The management team is often a myth

*acetate 7 - what we say we are doing doesn't match what we are doing
(from Argyris - Overcoming organisational defences)*

| Values espoused | | Activities |
|-------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Excellence | yet | Mediocrity rises to the top unless it is continually beaten back |
| Employee involvement and commitment | yet | When it comes to the tough decisions and issues, many employees distance themselves from being responsible for inconsistencies and mediocre performance |
| Co-operation among groups and departments | yet | coalition groups, interdepartmental warfare, politics and rivalry to protect turf and ego |

acetate 8 - some of the many reasons why change is hard

- we are a part of the pattern we want to change
- as we try to disrupt the pattern, the pattern pushes back
- under pressure, we are likely to misjudge our own and other people's position
- the resulting errors are likely to escape detection as our map remains faulty
- this sort of situation is not automatically self repairing

Pete then read from Roger McGough

You and I

I explain quietly. You
hear me shouting. You
try a new tack. I
feel old wounds reopen.

You see both sides. I
see your blinkers. I
am placatory. You
sense a new selfishness.

I am a dove. You
recognise the hawk. You
offer an olive branch. I
feel the thorns.

You bleed. I
see crocodile tears. I
withdraw. You
reel from the impact.

11.00 short break

11.15 Personal qualities for change

People worked in small groups to discuss changes they had made which they were proud of and to make a list of the personal qualities they had called upon to make the change happen.

The personal qualities people in the room had found useful were:

- ⇒ "I remained me"
- ⇒ being able to take a big risk - and being liberated when you have
- ⇒ listening
- ⇒ not rubbing other people's noses in it
- ⇒ tenacity
- ⇒ admitting when you got it wrong
- ⇒ believing it was the right thing
- ⇒ honesty
- ⇒ enthusiasm
- ⇒ patience
- ⇒ getting help to manage the panic
- ⇒ keeping a view of what is good
- ⇒ recognising the importance of time
- ⇒ having belief

12.00 Draft 1 of the change problem

Working in pairs, we asked people to talk to their partner about the change problem they were struggling with and wanted to work on. These changes couldn't be orphans - they had to belong to the person and be something that the person was engaged in and wanting to change. They had to write their change problem on sheet of paper in 20 words or less.

Brief feedback on the first attempt

- ⇒ feeling of stuckness bubbles up
- ⇒ liberating to name the problem
- ⇒ difficult to be specific
- ⇒ problem easier to define than the change required
- ⇒ having someone to help me clarify it useful - avoiding fixing difficult
- ⇒ seems HUGE
- ⇒ east to want to fix it
- ⇒ seeing an end point makes it easier

12.30 lunch

1.30 Sorting change problems

Over lunch we had written each change problem out on 4 postcards. Working in 4 groups, each group had to read through the 31 change problems we had and think of some way of understanding and sorting them - they could be as creative as they wished. We gave people an hour to do this.

2.30 Hearing the analysis

We heard back from each team on their efforts to make sense of the different kinds of change problems - hills, cruisers and boxes figured. Everyone seemed to have had three shots at sorting the problem into types of problem.

4 patterns emerged -

- the people who wanted to stop doing what was happening now
- the people who had some idea of where they wanted to go
- the people who were focused on transferring power to people who use services
- and a couple of people who wanted to change something in themselves.

3.00 break**3.30 Draft 2 of the change problem**

Working in 3's, each person had 20 mins to explore more deeply the change issue they were struggling with, while one person coached them and the other wrote up a record of the discussion for them.

We expanded on the idea of orphans and tried to stress the personal nature of problems - they are only problems for the problem holder. We also asked them to try talking about it from the point of view of the magic animal or mascot in their box, if this helped.

The prompt questions for draft 2 were:

- What is the problem I'm working on?
- Who does my work affect most?
- Whose work most affects me?
- Why is this problem difficult for me?
- Why do I want to take this problem home with me?
- How long do I plan on living with this problem?
- What would this problem look like from the point of view of the frog/ lizard/ starfish, etc in my box?

People came back around 4.30 and most said this had helped them clarify their thinking.

5.00 Feedback at 5pm

- ⇒ fine - good to focus on something and be more specific - good sharing and making links
- ⇒ had one problem - now have hundreds, but don't want to let the bite size ones go
- ⇒ got into problems and solutions - change doesn't always need to be a problem?
- ⇒ relaxed - at home
- ⇒ reassured by common themes..Lochgilphead and Birmingham
- ⇒ need to get it sorted out and written down - time to reflect after the day
- ⇒ spent a lot of time trying to define one issue - can I now change it?
- ⇒ hope for some time to get some other people's solutions and food for thought
- ⇒ came out with a different issue from the one I started with
- ⇒ recognition - this is a big problem
- ⇒ changed my problem from the one I put down originally - process is valuable, not just the solution
- ⇒ nice to stop and refocus - maybe the change is not so problematic after all

5.00 break**6.00 evening meal**

7.00 The hill of the magic wand - from where you can see the perfect answer

The Magic Wand posters

With the assistance of fairy wings, a magic wand and story about giantesses who grind stones which ended up filling the sea with salt, we started our first journey up our metaphorical hills. The benefits of this hill are obvious - "if you don't now where you are going, anywhere will do" - so you need to name your vision. Once you name your vision, you can start to check out whether it is the right vision or just a superficial day dream.

We gave everyone a chance to draw what they wished for. In this poster, everyone had to draw what was happening, what they were doing, what their job was, what people said to them, what they were saying to others, and how it felt to be there. We gave people 30-40 mins to draw their posters.

The Now posters

We then asked them to draw their now posters - how does it feel now, what are people doing, what are they doing, what do people say to them, what do they say to people, what is their job, what words sum it up now.

Again people had 30-40 mins to do this.

Making the journey

We got everyone to put their now posters up on one wall and their magic wand posters on the facing wall. Standing with their backs to their now poster, and facing their magic wand poster, they had to carry their journal and walk towards their magic wand poster. Every minute was up to 5 years and they had to take as long as it would take to reach their magic wand poster in real time.

On their left step they had to stop and reflect on any losses they would make on the journey, on their right step they had to reflect on any gains. They had to write their gains and losses down in their journal - and take the balance.

When they all got to their magic wand posters (this took about 8 minutes real time) they had to look back to their now posters and jot down all the obstacles they had overcome to get there. They had to think about themselves back in the now and write themselves a letter giving themselves good advice for the journey.

This was an exhausting session. We finished by 8.30pm

Day 2**9am Learning to listen**

We gave everyone 2 minutes each in threes to reflect on what they got from yesterday and then heard back from them. For many people the second discussion about their change problem had been useful and the evening session had been very powerful.

Feedback

- ⇒ Welcoming atmosphere - began to feel relaxed - luxury of having time to think with other people and no phones
- ⇒ perspective hadn't changed - sick of the problem - don't want to spend 2 days with it
- ⇒ afternoon exercise not helpful - confusing - knew what the problem was - but evening exercise was helpful
- ⇒ love change - but get demotivated by problems
- ⇒ feeling a bit more focused on problems we can address
- ⇒ realised more to gain than lose by achieving change
- ⇒ last night's exercise was startlingly powerful
- ⇒ some of us 'inventing' an issue - hadn't come prepared
- ⇒ confirmation
- ⇒ difficulties 'tuning in' - not what I expected - took till last session to get focused - especially losses
- ⇒ last exercise especially powerful - what would you tell yourself in particular
- ⇒ coping with sense of loss from moving on
- ⇒ exercise with 3 other people (change problem version 2) useful - couldn't get into it before then
- ⇒ problem grew in size during the day
- ⇒ hard to focus late at night
- ⇒ pressure to move if you were in the front row last night!

9.30 The hill of the fairies and goblins - from where you can see who has fairy wings and who has pointy tales.

The benefits of this hill are knowing who's with you and who's against you. The dangers are investing in one person, superhero or super villain, to make it all right or be the sole cause of all the problems respectively.

We then asked people to work in pairs and asked them to do some fairy spotting. They had to think about the people they felt were good fairies and reflect on the following questions with their partner:

Guides to fairy spotting

- Who are they?
- How do you know they are on your side?
- When was the last time they did something which showed they were a good fairy?
- How long have they been around?
- How long have they been on your side?
- What have you ever done for them?
- Where would you disagree about the future?
- How do they know you need them around?

We gave them 40 minutes to work through this in pairs.

We then asked them to think about goblins and spoke about how attractive goblins were and how much fun they were to play with sometimes. Talked about Dickens and the dark side.

Again in pairs they worked through the following questions:

Guide to Goblin Spotting

- Who are they?
- How do you now they are against you?
- How do they know you think that?
- When was the last time they put a spoke in your wheel?
- Were they always against you?
- What have you ever done to harm them?
- Where would you agree about the future?
- What attracts you to them? (is it like a part of you?)
- What scares you about them?

10.30 We then asked the pairs to find a consulting pairs to help them check out the assumptions they had just made. Each pair helped the other think through the following:

Consulting pair questions

- What leads you to think what you think?
- How have you/ could you check your assumptions?
- What are the benefits of investing in this relationship?
- What is the pain or cost involved in investing in this relationship?
- Is it worth it?
- What might you do more of?
- What might you do less of?

Learning from the hill of the fairies and goblins (from feedback sheets)

- ⇒ most people are shape shifters
- ⇒ respect for fairies can often be hard earned
- ⇒ people are being forced to be goblins by the system
- ⇒ enjoy playing with goblins
- ⇒ helpful to be in consulting groups - but it was still hard to do this
- ⇒ we saw who the potential fairies were
- ⇒ it varies from day to day who the fairies and goblins might be
- ⇒ some people have tarred feathers because they've come from goblin land
- ⇒ how do we help people who want to be fairies
- ⇒ the goblins haven't found us yet!
- ⇒ communicating is easier with fairies

11.00 Break

11.15 Hill of the total reality vortex - from where you can see how everything works and why it is the way it is

We used an extract from the Men in Black video to introduce this hill - the final clip which pans from central park to the world, to universe, to the marble being played with in the bag. The benefits of this hill are - you need to have some understanding of how the system works and where your place is in it, but the dangers are becoming overwhelmed with the scale of the problem.

We had wanted to give them lego to make their own environment - but people were still reacting to the first two hill - so we lightened it. We put them in 4 groups and ask them to make a lego explanation of the change problem they were all struggling with - knowing something of what people wanted but being stuck in the system.

We gave them 40 mins to do this and then we toured round the different models - each one different and amazing.

12.30 Lunch

1.30 The hill of the wind - from where you can see where your energy comes from and where it goes

Our story this time was an older version of George and the Dragon and our props were 20 strands of red and blue wool. The benefits of this hill are seeing where your energy is being spent and being able to do something about it. The danger of this hill is being attracted to keep pouring energy into bad places - the next push will be the one which does it mentality.

We gave people flip chart, pens, tape, blu tac and wool and asked them to map out their current energy flows - blue wool for in and red wool for out. They could use the wool as expressively as they wanted to - it could be tight, knotted, twisted, loose, cut in half, etc....

We had to leave people for 40 minutes to do this.

2.15 We then asked them to go into consulting pairs and work through the following questions with one another:

Energy flow questions

- Is this working for you?
- If this is working, how do you conserve it?
- Is this getting better, worse, or staying the same?
- How could the energy be redirected around to bring out the best in you?
- What would you have to do for this to happen?
- What would other people have to do?
- What would the cost of changing things be?

2.40 break

2.50 What are we learning?

Back in the big group we went round everyone and asked them what they were learning. Everyone had the chance to speak and we recorded this up on the wall. It was a good time to take stock of the work so far.

- ⇒ very emotional - up and down - really good to have support when you are going in so deep - I'm responsible for my own emotions
- ⇒ emotional - years fire fighting - this is the first time to sit back to think and hear how things are - we shared things we wouldn't normally say - wish we had the rest of the team here
- ⇒ learning to be patient and think things through - it's a process
- ⇒ knackered but got a lot from it - we've done a lot of talking, we need some strategies - not watering but strengthening energy
- ⇒ really tired and really tiring - relearned and revisited some things - there's only the two of us - we need to find a way of harvesting - needs another piece of work on some things and that's scary
- ⇒ we should constantly re-evaluate our energy - it's interesting
- ⇒ I have ownership - I've been trying to blame others but ownership could come back with me - tired scary work, but not that scared
- ⇒ enjoyed time to step back and look at things differently
- ⇒ didn't come with a problem but will leave with some - enjoying myself

- ⇒ wishing I'd brought a chum - it's difficult to know how to apply this when I'm not representing my organisation - all of this affects me
- ⇒ couldn't go up that last hill
- ⇒ tired, winding down - need to give people time, not rush things through
- ⇒ got into a period where I've been working hard and emotionally and realising I'm losing all that energy - upset by that - like being cunning and I will be cunning again
- ⇒ revitalised - the opportunity to stand still and envious of some of you and the back up you have - scared to go back and just be us - but want to
- ⇒ I knew where I wanted to go - fear of back pedalling - maybe missing something on the journey
- ⇒ now come up with one specific thing - each exercise was useful for some reason but I'm still at a loss to know how they will all join up
- ⇒ stuck - but realising it's not that bad - this is a process and I'm learning to live with that
- ⇒ I've been down this road before I got here - reassuring - some perspective - better - realising that it's workable - I'm patient
- ⇒ need to get back in touch with the child (to play with the lego) - the problem's more in me than in the organisation - I can use some of these exercises elsewhere - love the jotters
- ⇒ energy - lots of revelations which confirm hunches - interesting - trouble with the lego - good at building the walls - duality in most people - in fairies and goblins - no one out to get me - that's reassuring
- ⇒ stopping and thinking - the energy chart was useful - recommend doing it regularly - strength from commonality
- ⇒ feel fine - talking in a lot more depth - disappointment in last exercise - can be overwhelming - confirming things - time to act
- ⇒ enjoying the course - loved the lego - we feel out on a limb - there are people out there but there's a lack of energy coming in - have I done enough, can I do more - working out how to take it forward
- ⇒ nice to sit in a room of fairies - I have a support network - good result
- ⇒ difficult - revisiting some old issues - no new visions but new support
- ⇒ not knowing what to expect - led to confusion then worry - then I found something - enjoyed the time, totally revitalising
- and from 3 of the 4 trainers:**
- ⇒ relaxed - scared earlier - my own feelings are mirroring the process in the room - being forced to struggle with it
- ⇒ enormously anxious - feel responsible for asking the right questions - complete panic
- ⇒ hugely powerful business - we're picking up lots of emotions - hugely supportive group - amazing bravery in dealing with all this stuff

3.30 The hill of the bonfires - from where you can destroy all that has gone before.

We started with a story about forest fires and how it is better to let some small fires burn out naturally than let one fire wipe out everything. We talked about people being so angry about everything from the other side being so bad, that they just wanted it all destroyed - without saving any of the good things. We talked about people being so against traditional methods that the only thing that mattered was innovation for innovation's sake.

We gave everyone plasticine and we put them in four groups round the floor. They had to think of what was in their way, what was eating them up, what they wanted to destroy - and they had to make it. We gave them 30 mins to do this.

They then had to make a metaphorical pyre and on the count of 10, they had to ritualistically burn, destroy, flatten the pile of things they had made. Everyone loved this and did this with great enthusiasm.

Once they had finished - we gave them a chance to 'rescue' anything or anyone that might be of use from the ashes - was there anything they needed after all. For example, Pete had destroyed an institutional building but rescued solidity.

4.30 Finish

6.30 Silver service meal

7.45 Hill of the Paradox - from where you can always see the other side

We started with one story of Loke, the shape shifter and saw him from some different perspectives - sometimes he was a fairy and sometimes he was a goblin.

Then we modelled Pete interviewing Pat about a piece of work she was doing. He worked through a series of questions to help her think around the issues involved in the work. We then asked for some people to volunteer to talk through their situation with a consultant from the group. Four working groups emerged and went off with the following instructions:-

- *So, now you know what you want the future to be like*
- *you have an idea of who's with you and who's against you*
- *you have a sense of how your energy is being used and replenished*
- *you have a working model of your environment*
- *you're clear about what you want to destroy and what you want to save so - what do you want to do?*

Before coming up with a strategy, think through the following questions with a consultant from the group:

- *what is the other side of the argument?*
- *what if you stopped pushing and/ or did nothing?*
- *what would count as doing the opposite?*
- *what impact might your conduct have which might in effect be the opposite of your intentions?*

So, what's your plan of action now?

People worked in their consulting groups for about 45 minutes and then came back in the big group for a few minutes feedback. We finished by 9pm.

Feedback from the four groups who used the hill of the paradox

- ⇒ Some people who didn't get a chance to talk, want one!
- ⇒ really useful, thought of a few things we're doing that we might do differently and confirmed a few things we're doing right - need to talk more
- ⇒ struggling to be clear - didn't get to the bottom line - some good questions
- ⇒ really useful, feel better - but don't quite know why - we need to do more of this - whole thing useful and is clarifying the nub of the problem
- ⇒ feels all a bit overdone - lots of good stuff happening - needs taken out and given a rest - I've thought of a lot of these questions already - understanding that my problem is challenging someone else's power

Day 3

9.00 Hearing about strategies

Pete introduced an outline of lots of different kinds of strategies and talked through what a number of them might look like.

| | | | | | |
|-------------------------------------|------------------------------------------|----------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------|
| | get allies outside | | | | produce a mission statement |
| sack people | stop people pouring oil on you | improve organisation and technology | build a shared picture of the future | introduce new concepts, theories and memes | change job descriptions |
| get people to work longer hours | get the system owners to back/ allow you | hitch a ride on other business | get the allies you need inside the 15% | get people to see things from a different place | model, advocate, stake your reputation |
| get more money | stop doing things | make more room to work | change how people see the work | get people to look together at what's happening now | count different things |
| allow what's possible, try and test | make time for reflection and learning | change how people do the work | recognise and use people's gifts and energy | build new skills and capacities | promote/ reward people |
| hire more people | nurture curiosity | improve the quality of listening and talking | renegotiate relationships and expectations with the organisation | encourage and acknowledge | hire different people |

- 9.30** Having talked through the strategies, we then asked each person to write on one postcard their favourite strategy - the one they felt most comfortable with and enjoyed using. On the second post card they had to write down their least favourite strategy - the one they would avoid using at all costs and felt least confident with.

We also made the point that most of us want a magic potion when we think about creating and managing change - and we don't value what we already know. We read **Brian Patten's 'A blade of grass'** here:

You ask for a poem.
I offer you a blade of grass.
You say it is not good enough.
You ask for a poem.

I say this blade of grass will do
It has dressed itself in frost,
It is more immediate
Than any image of my making.

You say it is not a poem,
It is a blade of grass and grass
Is not quite good enough.
I offer you a blade of grass.

You are indignant.
You say it is too easy to offer grass.
It is absurd.
Anyone can offer a blade of grass.

You ask for a poem.
And so I write you a tragedy about
How a blade of grass
Becomes more and more difficult to offer,

And about how as you grow older
A blade of grass
Becomes more difficult to accept.

Working in consulting pairs, we then gave each person up to an hour to work with their consultants to:

- explore and make conscious all the things they did when they were using their usual strategy and then
- get support, coaching and advice about how to get better with the unusual strategy

People worked on this until around 12, with some form of tea break in the middle.

12.00 Discussing the undiscussables

Using some of the ideas from Argyris on the what isn't being said, we modelled an extract from the team meeting:

Pete - What's happening with that contract in Barony? You were there recently?

Andy - sign.....oh, Barony...well.....you know....I mean....eh...I just don't know what to do about it?

Pete - what were you doing there last (leaning forward sympathetically)

Andy - It was terrible, we had an awful experience last time we were there.... they can't organise a piss up in a brewery

Pete - mmm.....(gesture)

Andy - yes

Pete - so.....

Andy - Yes, it's terrible. It's just the same old story....sigh.... I think we should stop going there now

Pete - Yes, I think you're right, you should stop going then

Andy - I need to have another meeting with the management team to re-plan the strategy

Pete - sounds good

We then went through the process again, but this time we used the flip chart to add what both Pete and Andy weren't saying (with bullet points underneath the original spoken text)

Pete - What's happening with that contract in Barony? You were there recently?

- ◇ This contract is dragging on and on.. I've no idea what's really happening.
- ◇ I never get to hear anything about anything....everything we're doing might be crap
- ◇ I'm not sure this is the right place to be discussing this - there's not enough time

Andy - sign.....oh, Barony...well.....you know....I mean....eh...I just don't know what to do about it?

- ◇ I want to stop doing this and I don't know how to say it
- ◇ I wish this wasn't on the agenda
- ◇ I think I'm crap at this contract

Pete - what were you doing there last (leaning forward sympathetically)

- ◇ Is this just more pcg training or is there any progression here?
- ◇ Look - Andy's a big boy and he knows what he's doing - and I'm just playing at being the supervisor here
- ◇ I shouldn't be asking Andy about this in front of the rest of the team

Andy - It was terrible, we had an awful experience last time we were there.... they can't organise a piss up in a brewery

- ◇ Oh shit it's me that just can't organise a piss up in a brewery
- ◇ please stop asking me about this

Pete - mmm.....(gesture)

- ◇ Oh God this contract is such a mess, but we must be able to sort this out
- ◇ I can't make a judgement about whether this is their mess or our mess
- ◇ This might be solvable? or insoluble?
- ◇ I just don't know

Andy - yes

- ◇ I feel completely frozen by this and I don't have the courage to say I don't want to do this
- ◇ No, rescue me, you do it

Pete - so.....

- ◇ I'm going to leave you with this one
- ◇ I'm NOT RESCUING YOU
- ◇ I'm a hopeless manager, I can't manage this
- ◇ I'm leaving you with this for a bit longer
- ◇ What's next on the agenda anyway?

Andy - Yes, it's terrible. It's just the same old story....sigh.... I think we should stop going there now

- ◇ How can I be saying this
- ◇ I don't want to be going all the way there - I don't want to keep doing long distance travelling so much
- ◇ I'm tired

Pete - Yes, I think you're right, you should stop going then

- ◇ I don't believe you'll stop going
- ◇ I'm challenging you on this one

Andy - I need to have another meeting with the management team to re-plan the strategy

- ◇ We can't leave this after all the work I've done
- ◇ How can you say that
- ◇ We never give up on contracts - we're like the Mounties, we're SHS

Pete - sounds good

- ◇ I knew it, I knew he didn't want to not go
- ◇ Well that's that finished
- ◇ Andy needs to manage this, it's his contract
- ◇ I need to back off
- ◇ What's next?

Pete then talked through Argyris's explanations about these conversations occur and how difficult it is to prevent them. The best we can do is try and write down what we didn't say when we spoke and try and be clearer - trying to imagine what the other person didn't say only ever leads to more misunderstandings.....

First flipchart

Argyris had worked with a bright, dedicated, successful team who couldn't agree a strategy for handling growth.

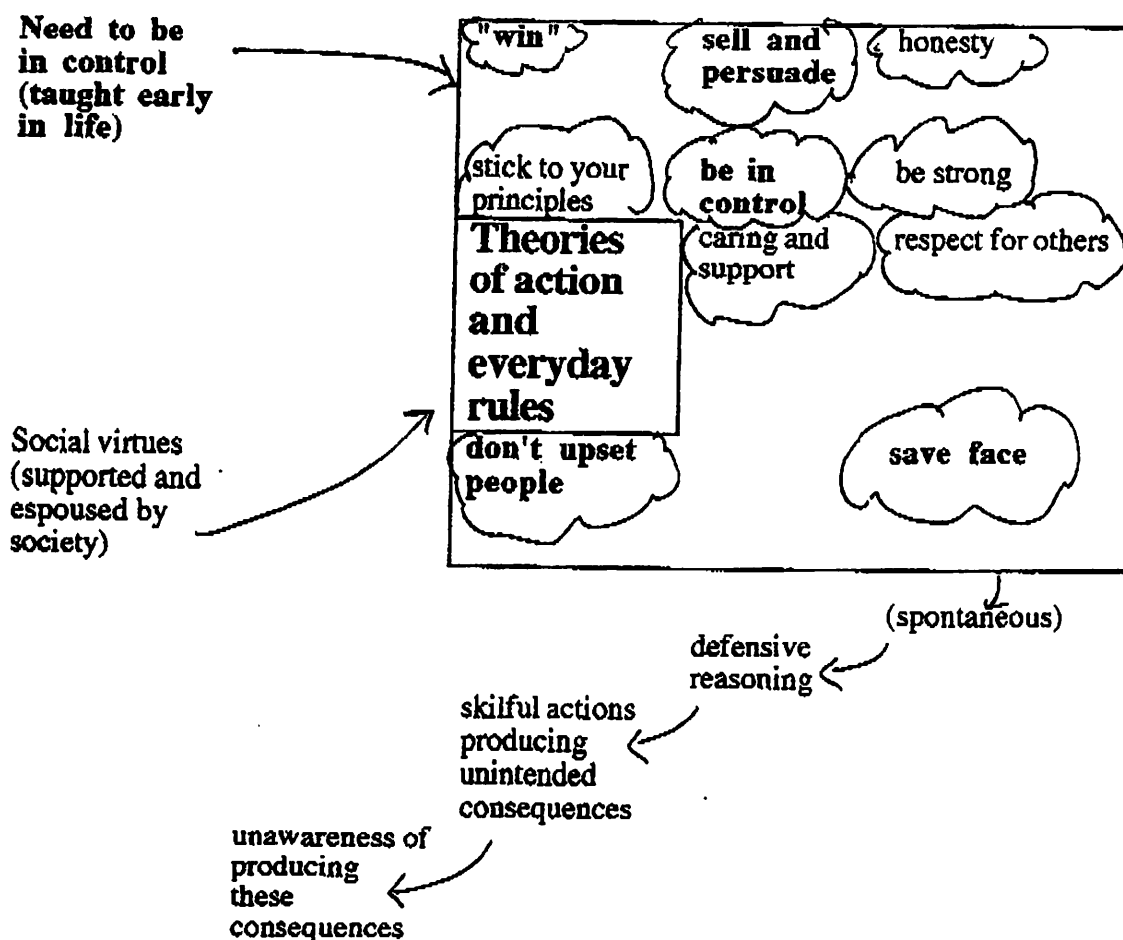
Their first explanation was - that they needed more data - but when they got the data it still didn't tell them what to do

Their second explanation was - that they couldn't do it because they all had such strong egos and they were so competitive - but they then also realised that that was why they were so successful

Their third explanation was - "everyone was trying to change people's minds without upsetting them and didn't see the counter productive effects of this - and this was undiscussable.

Second flipchart

Argyris's explanation for this was:




1.30 The hill of your own two feet - from where you can see your own shadow

We started by reminding people of where we had travelled -

- we had stated our vision, recorded our present and logged our gains and losses on the journey
- we had identified our fairies and goblins and come up with some strategies for working with them better
- we had build a model of the environment we were working within
- we had mapped out where our energy was coming from and travelling to and tried to work out how to best conserve it
- we had destroyed the things which were in the way and rescued the bits we needed
- we had seen it from the other side

so it was now time to visit the last hill - where we could see ourselves clearly.

We asked people to work in threes to have the poster completed. On the poster we wanted to capture the following information

| | | |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| What have I authority over? | | What have I influence over? |
| | What's my reputation | What am I good at? |
| | what brings out the best in me? | |
| What am I going to let go, neglect or desert? and what will that cost? | HILL OF MY OWN TWO FEET  | |
| | | What am I going to pay more attention to - and how? |

People worked through from 2pm to 3.30pm on these posters. Most people seemed to find this a positive and useful final session.

- 3.30** We gathered together in the big room for the last half hour to give people time to sit and reflect on the 3 days and the work they had done. People had a chance to say anything they wanted to say and we closed with Nelson Mandela, from his inaugural speech in 1994.

Our deepest fear is not that we are inadequate.
Our deepest fear is that we are powerful beyond measure.
It is our light, not our darkness that most frightens us.
We ask ourselves - who am I to be brilliant gorgeous,
talented and fabulous?
Actually, who are you not to be?
You are a child of God.
Your playing small doesn't serve the world.
There is nothing enlightened about shrinking so that other
people won't feel insecure around you.
We are born to manifest the glory of God that is within us.
It is not just in some of us, it is in everyone.
And as we let our own light shine, we unconsciously give
other people permission to do the same.
As we are liberated from our fear,
Our presence automatically liberates others.

- 4.00** We closed