

The *What If?* Report

Proceedings of the 2018 Cannon Beach Innovation Workshop and Retreat

Oct 12 – 14, 2018

Innovation – Authenticity – Pay-it-Forward

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About the 2018 Cannon Beach Innovation Retreat

The Purpose: Build communities of inquiry to help people and their companies stay ahead in a rapidly changing society. It was held at the Tolovana Inn, Cannon Beach, OR on October 12-14th 2018.

The Context: The information age has enabled many disruptive innovations that have improved our comfort, convenience, and quality of life. Yet these technologies have also disrupted our societal norms, giving rise to new risks, uncertainties, and the fear of being left behind. Every sector – whether healthcare, energy, agriculture, retail, hospitality – are struggling to integrate the new realities of blockchain, IoT, 5G, drones, 3D-printing, artificial intelligence, and other emerging technologies. Every person – whether CEO, mid-level manager, or current student – is struggling to stay relevant and bring state-of-the-art knowledge back to their organizations.

The Retreat: Grounded in the values of innovation, authenticity, and paying-it-forward, the retreat is a weekend where sector leaders can stay ahead by discovering that solutions to one's problems may already exist in someone else's sector. We focus on how technology as tools should be applied to address societal quandaries. The retreat finds common grounds in our mutual challenges by being:

- **Inclusion Driven** – Innovations emerge through diverse collaboration and welcoming ideas outside of one's sector.
- **Curiosity Driven** – The right solution falls out of asking the right question. Other sectors may have the same question and shared interest in arriving at an outcome.
- **Participation Driven** – The programming is structured to give ample opportunities for natural collaborations to emerge.

About the What If? Report

These notes were recorded based on the conversations held during sessions at the Cannon Beach Innovation Retreat. Scribes were instructed to write down every question that gets asked as we wanted to capture all inquiry, regardless of whether it's seems relevant or not at the time. The notes are in a conversational style, reflective of the dialogues that were captured.

Please use these notes as a reminder of the questions and conversations we had. I hope they spur ideas for collaborations and innovations.

Talk #1 - How is the experience of narratives changing over time?

Blerime "Blu" Topalli is a partner at Cube VR, an immersive strategies consultancy and vendor of the World Bank Group based in Los Angeles. At Cube VR, Blu is responsible for producing what will be the first ongoing, mobile augmented reality (AR) eco-game of its kind for the World Bank through 2032, in parallel to the milestone achievements of the Paris Agreements. Prior to Cube VR, Blu has spent over 25 years working internationally with organizations such as NBCUniversal and Hasbro Inc. on franchise strategy, immersive brand experiences and emerging tech. In addition, she has worked in startups in telecommunications, cyber-security, luxury aviation, and healthcare. She lives in California.

1. The campfire was the first storytelling platform!
2. How does narrative show up in our lives? What is your narrative?
3. Does technology "ruin" a story?
4. We never tell the same story twice. Every technology changes the story (book, TV, radio, etc.)
5. What does engagement look like? How can we use technology to engage?
6. How can technology augment a story?
7. What is the difference between a narrative (open-ended themes) vs. a story (closed loop with beginning, middle and end)
8. How does technology help us explore the world?
9. What is the end game for technologies?
10. How much does engagement cost?
11. How do you measure engagement?
12. What narrative/story do you bring to engagement? What is the agenda?
13. What is our personal responsibility for saving the planet?
14. How do you engage on an individual level?
15. How is AI used as a tool to support/generate narratives?
16. How does narrative shape out hopes & dreams?
17. ORID (Objective, Reflective, Interpretive, Decisional) facilitation - how does story/narrative/meaning help the process of engagement/facilitation?
18. How can film as an art form be driven by AI? What is the commercial aspect?
19. What role does story play as part of success?
20. How do we experience story/narrative?
21. What narrative belongs on what platform? How can people explore the narrative? How can people connect around a narrative?
22. What examples of narratives can be flipped/changed/improved? How is narrative transferred via technology - i.e. book to film? Is the story changed for the +/ -? What version of the story is used based on the platform?
23. How do you share user generated content (narrative) with a greater audience? To what level for each technology? How is interaction designed?

Talk #2 - How does mentorship evolve in the gig economy?

Jean Ekobo is the Founder of BioNovelus, Inc, a provider of non-toxic, biodegradable, organic fungicide that protects crops before harvest. As a serial entrepreneur, he has founded four companies and has built distribution channels in France, Belgium, Canada and United States. His international sales experience led him to develop the right business model for his green bio science company. He was formerly an executive chef and founded his own restaurant and catering business for over 18 years. Jean speaks fluent French and English, and Cameroonian dialect. He is currently learning Spanish. He lives in Arizona.

It's all about sharing and moving forward.

Born in Cameroon and moved to France at the age of 7. Had friends back in Cameroon died because of different diseases. Came to on vacation to America and felt like home in Phoenix, Arizona.

What skill could he bring and contribute to the US? He loved cooking and decided to come to America and open a French restaurant with his wife. Why not? It's America!

It took a year in Paris to learn how to be a chef. He arrived in Phoenix Arizona in September 16, 1987. Opened a French restaurant with his wife and became successful. Then 9/11 happened and the business suffered. He had to go work for a bakery and became a chef for them.

Then he became a private chef for wealthy individuals. One of his clients was Mohamed Ali and his wife. They taught him a lot about life and his philosophy. Since Mohamed Ali had late-stages Parkinson's, his diet was heavily managed. Chefs are there to make your taste buds happy – they don't know about nutrition.

So, he learned about China and Asia and their way to look at nutrition. We are all interconnected.

Message: You are the solution to the problems you encounter. A problem is not a problem, it is a challenge. A journey of a thousand miles starts with one step. We are all on a high-speed train that is going in one direction. People that try to go backwards are not going to last. Fifty years ago, the world was different than today and today is different than tomorrow. We have to learn our lessons that we have to teach to our children to go forward. Contrast is good because contrast creates solutions. We all have a piece of the solution and we all have to think about how we can bring a little piece to that whole solution.

Q&A

What does your biotech company do?

My company is working on a new technology to kill multiple types of pathogens. Until now, the big companies have focused on one problem and provide one solution (one product). But at the end of the day farmers still lose 30%-40% of their product. We have created a technology that is multipurpose. We are less toxic and more eco-friendly than most of the products out there. One of the reasons people are crossing the border is because they are not making any money in their country because of war or because of crops (failing). The whole agriculture is broken because of the use of petrochemicals from WWII. Until now farmers didn't have a technology that can kill all the crops. Our technology is based on a different way of thinking.

Our product, CR-10 is a disinfectant that can be used for sanitization that can be used also as a replacement of chlorine in water. The product is water-based. It kills the bacteria and deposits a micro-film against re-affection. We were able to successfully test the product on coffee plants against coffee rust. Testing organizations don't understand that an organic product works differently than a chemical product. Unlike chlorine, our product does not harm or corrode the infrastructure.

There are a lot of things you could do, why this?

Like I said I was born in Cameroon and I've seen the devastation and the impact that sanitization can have. This mission is dear to my heart and I would love to save life while helping agricultural people.

Is this a solution that people of Cameroon can do for themselves?

It's a solution not only for Cameroon but for people around the world. We use chlorine everywhere, but chlorine is bad for you. We don't use anything else because chlorine is cheap. Until we have a solution to trace water between the water tower and your home we will keep using that. In some industries we are still thinking in terms of 20th century solutions.

How you went from personal chef to CEO of a biotech company?

Life puts me in one direction, I learn, and I go. I found ways to surround myself with people who know more than me. I am just connecting the dots. I am a dropout, cannot do things that you guys can do, I am just putting things together for you to do your best work.

Want to take the discussion back to mentorship. You have had several positions without mentors. What should I have done to find a mentor in my career when I realized I needed one?

What is a mentor? A mentor is usually somebody that did what you are doing now and use them as a soundboard. If you don't find one on your field, try to find one in another field and apply it to your field. Mohamed Ali was a mentor of mine. He taught me my outlook on life.

You are very open to change, learning. What can you share with us to help us learn more/differently?

Like Kennedy said (don't ask what your government can do for you). Do like that. You have to be focused and focus on being something. Thinking is not enough. You have to be willing to do whatever it takes to be able to do it.

You seem to be very skilled in finding mentors. How do you be great at receiving knowledge from mentors?

You have to find a way to put all your engines in one direction. You must be willing to listen to others. Don't take it personally when somebody tells you something you don't like. You must be ok with contrast. It's all about having fun. If you have fun and are satisfied with yourself and what you do, that's all that matters.

Talk #3 - How can technology support inclusive growth?

Mr. Brandon Lee was appointed as Consul General of Canada in Seattle in 2017, with accreditation for Washington State, Oregon, Idaho and Alaska. From 2007 to 2011, he oversaw reform activities to strengthen Canada's international presence and became the Department's first Director of Innovation. From 2012 to 2014, Mr. Lee held senior positions at the World Trade Organization and the International Committee of the Red Cross (both in Geneva), spearheading major organizational and international reform initiatives. From 2015-2017, Mr. Lee was Consul General of Canada in San Francisco, with accreditation for Northern California and Hawaii. Previously, Mr. Lee worked in the private sector as a pioneer in online banking in North America and with large-scale telecommunications and IT management consulting firms.

Patriarchal Authoritarianism – where power and control are known and well structured. Family hierarchies, work hierarchies and global hierarchies are all known, and things are in their place.

How do you scale cities? Five million citizens seem to be the breaking point where the problems begin. Below that, the unemployment and homeless situation is less noticed and more manageable. Around 5 million, these problems become apparent and visible.

For example, the housing gap that is still not being addressed. Private sector property developers provide housing for the wealthy. Governments are the ones trying to address low-income housing issue through subsidized housing for that population. Yet the challenge is that middle-income population are getting left behind. There aren't enough margins for the property developers to become interested and they make too much money for the government subsidies. What do we do about the middle income?

We are seeing the emergence of mega regions. There are 40 of such in the world. Cascadia, covering British Columbia, Washington, and Oregon, is the 25th largest economy in the world. It is quite a powerful region.

Climate action gets personal very fast. How comfortable are we to change ourselves? I say these as demonstrations of how personal climate action gets. How willing are you to eat less meat? To shower once a week? To take public transportation? These are only a few examples where we can't just put climate responsibility on others. We need to take true ownership of it ourselves.

Talk #4 - Who are our neighbors in our era of globalization?

Dorothy Clegg is a Captain for United Airlines on the 787, or as she refers to it "Boeing's Tesla". Through multiple mergers, acquisitions, and change initiatives, she has helped shatter glass ceilings, making the skies a friendlier place for women in command within the aviation industry. She is also a strategic leader, developing and optimizing processes, while creating strategies to build sustainable industries. She collaborates with corporate and industry thought leaders to develop comprehensive and cutting-edge sustainable business practices and models that increases competitiveness and drives profitability. She lives in Hawaii.

When unpacking this question, I went back to the basics.

- What are boundaries, borders... Canada & Mexico for the USA
- "Globalization is the process in which people, ideas, and goods spread throughout the world spurring more interaction and integration between the worlds cultures, governments, and economies."
- The idea of "neighbors" is creating clusters or "boundaries" between people.
- The idea of "globalization" is the breaking down of boundaries.

Where did globalization start?

Chose to explore the silk road as she was just in Petra. Trade resulted in movement and people interacting with other cultures and returning home. As transportation changed or accelerated travel changed, the

globe started getting 'smaller' and trade changed with technological advances. Communication technology also changed which contributed to the world getting smaller.

Where does the 787 come into play?

- 'Game changer' because it can do high speed, non-stop travel for 18 hours greatly broadening the possibilities for travel.
- Question for Boeing: Were the implications of the development of this aircraft intentional or accidental?
 - Who were the stakeholders involved in the conversation when developing that aircraft?
 - Carbon fiber fuselage meant lower cabin pressure, better fuel efficient. It is better for people and the environment.
 - Were there stakeholders asking for this? Were there people saying that we need to connect these far apart cities? What are the implications of doing so?
- Explored the implications of connecting San Francisco & Singapore. Global hubs for technology. Increasing communications and collaboration. What is this doing for us and globalization? Instead of 2 days, it's 17 hours...

Personal history of flying

In 1972, her first flight ever was between NY to Auckland. The ticket cost was \$1,000, paid for in cash by her father –that is \$6,000 in today's dollars per ticket. Price now is ~\$1700 roundtrip. What does this do to us? More people experiencing cultures, increasing communications. Homogenization?

Does the sharing that comes from globalization homogenize humanity?

Watching people at airports and in different countries around the world noticed people becoming more 'homogenized' aka 'McDonaldized.' Same outfits... jeans, t-shirts. Her brother was so happy that he could get a McDonald's hamburger at 6 years old while in a foreign country.

What happens if we stop traveling?

'Can't fathom because it's been my life.'

Maybe good for environmental impact, though what effects would it have on globalization and technology?

What are we doing with tariffs right now, is that going to affect globalization?

When exploring the question about who are your neighbors it was more about community and economics -Who do I trade with and engage with? Who am I able to innovate with/collaborate with?

Originally Globalization was more driven by economic development. Ideally improving the lifestyle of everyone around the world.

Are tariffs leveling the playing field to enable a balanced rise in quality of life globally? Is travel an innate thing? Can we stop traveling or exploring?

Q&A

Question: Continuation of what a world without jobs would look like... what the benefits and drawbacks for people with regard to globalization? Do we also need to redefine what borders are? Brandon brought up mega-regions sidelining/redefining the idea of borders. What is culture? How do you define culture? Economic professor talked about culture being defined by inflation, level of education and level of corruption. People may be tied to their own perception of what their culture is and what their culture is and define borders.

Dorothy: There is a theory that questions if globalization is unfolding well and whether it is actually benefitting all. Are some countries benefiting more? How do we operate to begin leveling the pyramid? Considering what/how to scale back on. We failed to support the coal industry transition by not providing training to out-of-work workers.

Question: We are in a great era of opportunity with regard to travel. Distance has been the main variable for determining travel, but this has been curtailed by technology. Will the variable of distance change (e.g. wishing I could have gone to the moon at 90 years old when its accessible for subsequent generations) or is next variable be restriction? Will the future be more about whether countries are allowing travel?

Dorothy: Question in return: is there demand?

Question: Do we really care about travel since we can electronically travel over the internet? Online gaming, communication – Are we already transmitting our culture over the internet?

[Discussion on advances in technology leading to more rich interactions getting you closer and closer to an in-person experience. While technology may get us closer and closer to in-person, is it the same as in-person? What are the environmental impacts of travel and will AR/VR reduce environmental impacts because interactions are happening virtually?]

Comment: Foreign student expressed in MBA Leadership class that to better understand each other's perspective you must visit each other's culture. Some people will have impact at local, regional, and global scale and will need to travel accordingly to have impact.

Comment: The value of human interaction and family is huge. Cannot replace in-person family engagement with online interactions. It can supplement but not replace. [Person tells a story of her daughter's video calls with the grandparents and how it does not replace in-person time. She does not believe any technology can replace in-person time.]

Question: What does healthy use of VR/AR look like? Is the user mindful of the limitations and benefits of the technology?

Discussion: AR/VR can lead to further in-person interactions.

Question: Point of market segmentation, some are traveling for family, some for the cultural experience. There will be different cost/benefits for each traveler.

Dorothy: What does this question look like in ten years with even more advanced technologies?

Comment: Globalization is growing those we consider as 'us' and shrinking those we consider as 'them.' There are moments in time where there are contractions like right now as the 'us'/'them' relationship is being used as a divisive tool. Globalization is just a word describing what's been going on since the dawn of humanity.

Comment: We are all moving in the same direction. It's about how fast can we go and how can our mind expand. There need to be collective advances in levels of mind.

Comment: Message for a cultural exhibition that they put on at Seattle Center is working to spread the notion that we are more similar than different to break down the notion of 'them' and 'us'. There is importance in having an experience where you get out of your own 'world' and enter someone else's.

Question: What does it mean to have an authentic experience? Do you have to travel? Most of us in this room are fairly able-bodied. How do we create an authentic experience for them so that they can experience these things?

Question: We've talked about the impact of travel... how do you lessen the impact? Is it a pipe dream to have a greener solution to air travel?

Comment: Currently, biofuels aren't incredibly viable. As a worst-case scenario: 1 acre of corn requires 25 gallons of diesel for the tractor and an additional 25 gallons of diesel-equivalent to manufacture and spread the fertilizer. Algae and other options are closer to viable but not up to speed on specs. Gen-2 biofuels are supposed to solve this problem, but I've not kept track of it too closely.

Dorothy: What is the future of E-planes? Currently, some concepts/prototypes, though a long way to go.

Question: What does it mean now where the 'closest' places aren't necessarily the ones that are nearby? What are the implications of your neighbors that are physically closest to you not necessarily being neighbors culturally?

Question: How are governments and entities redrawing borders in three dimensions – do we have an altitude border being evaluated for planes operating at 60,000 feet? All of the sudden we’re asking is airspace sacred to the nearest planet and considering neighbors on a galactic scale. As virtual travel and communication advances will governments regulate digital borders?

Question: Dorothy commented that because of cost drop in air prices, it has enabled middle-income people the ability to afford travel opportunities. Juxtapose that with Brandon’s comments on housing. Government is serving low-income, the market serves upper-income, while middle-income is underserved. How can we take lessons learned from travel and apply them to the housing problems?

Meet the Facilitators



Janice Litchenwaldt

Karin Borgerson

Lisa Capa

Judy Stein

Janice Lichtenwaldt spent 25 years navigating emerging technology businesses from online city guides (CitySearch.com) to online ticketing (Ticketmaster.com), online travel (Expedia) to building online communities (Allrecipes.com); her focus being marketing communications, product development, and business development. Before launching her coaching practice, Janice led Wi-Fi Calling at T-Mobile as Sr. Product Manager. After successfully launching Wi-Fi Calling on the iPhone, she joined the office of the CIO to lead Enterprise IT Communications. Her true passion lies in growing collaborative teams and developing confident and emotionally intelligent leaders. She is honored to be taking part in the Cannon Beach Retreat.

Karin Borgerson, founder of Borgerson Research, is a genetic genealogist who combines DNA data, historical records, and oral history to help guide curious people on a journey of self-discovery where science meets story. She provides research, analysis, and coaching services to help clients discover unknown ancestors, solve family mysteries, and learn about where they fit into history. The first two decades of her career spanned biomedical research, software startups, environmental non-profits, and higher education administration. Karin specializes in bridging communication gaps between scientific/technical experts and people whose backgrounds and passions lie in other areas.

Lisa Capa is co-founder of Dynamic Peace, a learning community dedicated to nurturing a field that supports collaboration and co-creation. For a decade, she was a faculty member at Presidio Graduate School Seattle campus (was Pinchot University), teaching Leadership and Personal Development in the MBA for Sustainable Systems. Lisa received her MBA in 2006 from Presidio Graduate School Seattle campus and her PhD in Transformational Studies at California Institute of Integral Studies in 2014. Lisa has facilitated numerous leadership development workshops. She is passionate about teaching leaders to become more self-aware and how to communicate with others more effectively.

Judy Stein, founder of Solutions for Corporate Growth, has combined her technical and interpersonal strengths, as well as her passion, to lead teams and leaders to discover and effectively use their personal power for improved communication, collaboration, and productivity. For over 20 years, she has provided a foundation for developing new strategies and choices, one-on-one coaching, and ways to resolve issues and conflicts that impact success. She received a Bachelor of Science from MIT and a Master of Science from Stanford University and is a Certified Scrum Master. Ask her anything about geology!

Breakout 1.1 - What should rank-and-file employees do when middle management is resistant to senior leader's culture change initiative?

Facilitator: Janice Lichenwaldt

What's Rank and File?

- Non-management
- Bottom tier
- Part time
- Follow procedures: not create them
- Hourly: not salary
- Leadership staff
- Full time

What's Middle Management?

- Manage people
- Layers above day to day interactions / rank and file
- Less interaction with rank and file employees
- Aren't getting their hands dirty
- Aren't making decisions
- Not doing the work
- Been there longer
- Predetermined thoughts about how the organizations operate

What's Senior Leadership?

- Creating the vision
- Senior management
- Higher levels of focus
- Handing down action items to focus on
- Prioritizing
- Tradeoff of new and giving something

What are some senior leadership questions and concerns?

- What is the impetus behind the change?
- Why do they want change?
 - o Are there commercial reasons?
- What are the dynamics of the organization?
- Is the initiative valid?
- How is it going to affect our daily work?
- Can I see myself in this?
- What are the conflicts with the initiative? Why is middle management resistant?

- Culture change?
- Is it a strategic plan?

Has the middle management been given the opportunity to process that change? What is the history of culture change?

- Has there been other instances where they have tried and not followed through?
- What does senior leadership do to change this?
 - o How do we change this to make it an effective change?
- What are the core values of the company?
- Is everyone in the organization represented clearly in this change?
 - o Think creatively about how they can have an influence on this?

How does management know how it is used? Values and Tradeoffs:

- Employee vs. management
- Customer vs. Marketing
- Allowing people to be a part of the process - What should rank-and-file employees do?
- Is there a system in place?
- Is there open communication?
- Do you have to go above or around?
- How do goals travel across the different layers?
- Is there a disconnect between rank and file and management?
- Are they approachable?
- Is there commitment to training middle management?
- Can rank-and-file employee see how they could do this in their daily lives?
- Engage your coworkers – be a change agent
 - o Help align with what is coming from the top

What would it look like if we got rid of middle management?

- Serving the company in the best way means individual training
- Persuasion needs to come from all over
- The middle management club – if it doesn't work out do you have to leave?

What's a Leader vs. a Manager

- Leader – modeling, cultivating positive behaviors
- Manager – control
- Upper management should show middle managers how to be **middle leadership**
 - o Handling different personalities
 - o Different leadership skills
- Progression – typically means becoming a manager of people
 - o Not the path that many want to go down
 - o Not given training
 - o Doing it because people want to grow

Merging cultures

- Resistance to change
- What are people used to?
- For most, a change = loss
- How do you create an environment of safety to create change and reformation?

The Change Curve - Everyone is on it at a different rate. The body has knowledge that sometimes the mind has a harder time processing

- Shock
- Denial
- Frustration
- Depression
- Experimental
- Decision
- Excitement
- Integration

Help pull your middle managers up.

- Is your initiative creating more work for them? Or appearing to?
- How has the organization been operating?
- Has teaming been taking place?
 - Rank and file → rename to be a team
 - Board is responsible for creating a structure to address the ups and downs in the initiative
- Resistance should not happen on a major level if this is in place

People: The bad apple theory

- Is it about temperament?
- Personal agenda
- What does the bad apple do to the organization?
 - What need to be done?
 - Courage
 - Leadership
- What is the fear?
 - Is the fear loss of jobs?
- What is the one biggest thing you would change to have the most impact?
 - How are they gauging success?
 - What metrics should be used?
 - Platforms

- Intrapreneur
- Townhalls
- Newsletters

What does it look like when middle management is not resistant but upper management is? For top leadership, what do they need to do in order to survive?

- A new concept but one that is necessary
- To serve
- To survive

Breakout 1.2 - What if there were no jobs?

Facilitator: Karin Borgerson

Karin: Let's split into groups and discuss the questions below and come back to the larger group to each tell a narrative about a scenario.

- What is a world without jobs?
- How did/do we get there?
- Is that a stable system?
- If not, what will it shift into next?

**** Small group discussion ****

- How do we define a job?
- Is it a paid role? A responsibility?
 - Example, Day care worker vs. parent. Where does monetization occur & how we reward it?
- What is a job versus work?
 - Work is a job you do for money.
 - Work is necessary for personal fulfillment, building purpose.
- How do you exchange goods & labor without money?
 - Everyone has something they really want to do with their lives. Can the roles be fulfilled by people that really want to do them?
- What about jobs nobody wants to do? Sewer worker, garbage man?
 - Societal needs versus personal interest.
- Is this scenario dependent on technology?
 - For a world to be “good” without jobs, there needs to be access to a broader network & connectivity.
- What does a world without money look like?
 - Shift to trade & bartering, eventually come back to money
- Example: Burning Man. There is no money, how does it work?
 - Everyone arrives in a state of abundance & the ability to gift resources. You become a lot freer to give someone the thing they need that you have, and they do not. Coming into this jobless world requires arrival in a state of abundance versus scarcity.
- Living as one organism taking care of itself, aspects of a sharing economy. No ownership, communal resources, something we all maintain.
- Evening out power structure, there is a need to remove bias by race/gender/etc.

**** Rejoined large group ****

- Themes: the notion that jobs came about to industrialize physical objects. Automation is removing those jobs.
- What do people do? ➔ Tell stories.
- What's the problem with having jobs?

- Why would we not have jobs?
- Is it the narrative that we've all always been told we've needed to have a job?
 - How do/should we value jobs now?

Why did we progress to the place of having jobs?

- Jobs exist because there's work to be done + human beings thrive when they have purpose.
What's problematic today is the expectation that your job will define you & be the majority of how you spend your time.
- What if we could move to a place of more balance between your job and your life?

On the nature of jobs

- Not all jobs can be automated, we need incentives to make sure those jobs are still met. (ex: not everyone can be a ballerina, we need people to grow food). Capitalism provides incentive to innovate.
- There is this idea that we have to be productive for someone else.
 - Does this cause us to rethink what ownership means? Less individual, more community focused → Borrowing, trading, barter.
- Example of a lost job: the waker-upper's waker-upper. Before alarm clocks, people were hired to wake you up in the morning. That person had a waker-upper to get them to do their job in the morning. This job was made redundant with new technology.
- Some jobs pay more than others, why?
- Example: teachers. Why don't they get paid more? History? Sexism?
- Teaching is seen as something you do because you love it. Because you have to. Is this just western society? What about other areas of the world?
- How do you incentivize the guy who cleans the toilet?
- What agreements need to be made in a community to make sure all needs are met?
- What needs to get done versus what do people want to do? What's the overlap?

On Capitalism

- If you stop participating, capitalism will stop working. What happens then?
- Alternate perspective: capitalism is set up by humans to help a complex society to meet everyone's basic needs.
- We define human nature based on a scarcity model, how do we change with abundance?
- Capitalism plays a big role in what we want to be when we grow up.

On Universal Basic Income

- If you could give everyone in America one million dollars tomorrow, how many people would continue their day jobs?
- If everyone has the necessities, what do they then pursue as their passion?
- Universal basic income as a floor, not a ceiling. We can always incentivize for more.

- What were the times there were no incentives? People that did things they knew would be the last thing they'd ever do did it to be remembered in a song or a story.

On the luxury of storytelling

- Can we debrief the stories from our honored citizens? Capturing wisdom & life knowledge.
- Think about the digital narratives we're creating now through social media platforms, what happens to that data in the future?
- Let's acknowledge the luxury of having this conversation. Vacation is where people want to be, but what about the people that live in those vacation type places every day? Our luxury (here in the US, at this retreat) is so high we would die without our phones.
- What innovation happens when basic human needs are met?

On Empowerment and Freedom

- Prior to the industrial revolution, people WERE defined by their jobs (think smith, baker, etc.)
- You were born into it and it becomes your way of life.
- Empowerment through jobs, would a universal basic income (UBI) threaten this?
- Studies about UBI shows it increases the divorce rate. Can you still get your freedom & independence through UBI without needing the job?
- What would you do if your basic needs were all met monetarily?
- What's behind the feeling of independence? Feeling valued versus not having to ask someone else for money

Story: Grandmother was a switchboard operator. It meant freedom & independence through having her own paycheck. No one could tell her what to do.

- Where does your autonomy & freedom come from? Work? Universal Basic Income?
- Who wants to work?
- What's the work that's not compensated monetarily?
- Everyone wants leisure, leisure to do what you want to do.
- What are we going to leave behind?

On Automation:

- Would an AI make better decisions without emotion?
- The only thing required to get us where we are is a device that can say "yes" or "no" (all 1's and 0's).
- If a computer is black and white, zero and one, can an AI make nuanced decisions?
- When an entity makes a decision, it takes in data. Can an AI collect perfect data to make the "perfect" decision?
- Incentives don't need to be money—think about open source technology platforms. Could this be more common in the future?

Breakout 1.3 - If we value freedom, what training do we need to take care of it?

Facilitator: Judy Stein

Freedom & Life Stages –

- Freedom looks different at different ages
- Freedom government provides (through our taxes} – water, health care, living safely
- Collective happiness and doing things together, especially when things are tough – “You are Free, this is Ghana”
- Freedom vs. free?

What is the foundation of freedom?

- Freedom of speech
- Freedom & sense of control/perspective
- Taking things for granted... until we lose them
- Freedom and controlling the external environment – what about internal and interpersonal?
- Freedom and Nature’s influence on our physical & feeling selves => Evolution; Biological imperative / innate drives

What's the opposite of freedom?

- Electronic freedom & Big Brother
- Educational system doesn't teach freedom; it teaches set patterns instead of creativity
- Entertaining other's ideas vs. institutional rules
- If you change systems from within, are you a prophet or pariah? We have to communicate over the divide
- Civility vs. Fear/Defensiveness Are we beholden to people's narrative?
- Freedom that comes with diversity
- Have to listen even if disagree – empowering to speak & be heard; empowering to listen
- The changing face of industry – freedom of new opportunities/choices
 - Caucasian men have different (less) “security” and “safety” than a few decades ago
 - Understand that there are now highly qualified women, immigrants who are being hired/recognized
- Difficult or easy dealing with societal changes & freedoms?
- Always have to work (together) towards freedom/positive changes => tend to it actively Expectations (hard to live up to) vs. Reality (more freedom, and also more difficult)
- #MeToo => freedom; for male victims too; extend to immigrant populations
- Dialoguing to lead to freedom to ask more questions/thoughts
- Empathy

Breakout 1.4 - How might capitalism work/exist in a true net zero carbon economy?

Facilitator: Lisa Capa

No Scribe

Breakout 2.1 - How do you operate in a world where facts are debatable?

Facilitator: Jancie Litchenwaldt

Introduction: This topic came about because there was a difference between political parties within the family. With different sources of 'truth', what is right? What are 'facts'? How can we come to consensus or compromise?

Are facts debatable?

- How can you arrive at a common goal if you can't agree on what the facts are?
 - Can agree to disagree
 - Importance of travel and experiencing other cultures
- What are the definitions of facts?
 - Trying to turn beliefs, opinions, thoughts, etc.... into 'truth'
- What are opposites of fact?
 - Fiction
 - Perception
 - Opinion
 - Belief
 - Lies
 - Hiding/complicating the truth
- A fact shouldn't be something that could be debated
 - Objectively proven
 - Scientifically proven
 - Multiple times
- Is science a belief system?

How does one find the truth? The purpose of 'picking and choosing' the parts of the total to represent your belief

- The half-truth/stretching of truth within the political system
- The rhetoric/presentation

How do you debate those who don't believe facts?

- Just not engage(?)

How do you operate in a world where facts are debatable?

- Can we phrase the question that way? Is there really a right and wrong?
 - What is the root of their feeling?
 - How do we find a common ground?
 - Listen – try to understand where someone is coming from
 - Find where real conversations exist

Definition of terms – cultural relativism (trying to understand someone else's culture, without trying to apply/draw from your own)

- Know your own core belief: understand and create your argument based on that
 - How do you find who to trust?
- Get out of your echo chamber
 - Don't villainize the opposite side
 - Stay in the conversation
 - What's triggering me?
 - Live with the discomfort
 - Read/learn from multiple sources of information
 - Show a level of care and apply it
- Part of the issue: trying to put everything in the same bag – need to separate
 - Trying to approach issues, portion by portion – as the whole is too much to grab
- Approaching the question
 - What assumptions are we going in with? How does that change our thoughts on them? How does that change the questions we ask them?
 - Trying to find common ground
 - Rephrasing the question
 - Change your thinking in regard to finding someone with different views than yours; instead of angst and anger, worry for a convincing/discussion with someone 'against' you, celebrate that you were able to find that person. Be open and excited with your conversation, thinking it's a gift to find someone so unlike you in our current echo chambers.

How did we get to where we are today?

- Lumping people into groups and how that affects assumption
 - Turning everything into a bipartisan issue
 - Increasing the separation between the left and the right
- Whether it's good or not that people debate facts and what facts are
- Don't trust the 'deliverers' of the facts
- Receiving only portions of the information
- Applying your beliefs in conversations What battles do we want to fight?
- Do we have to agree on the facts to reach a goal? Is it more important to debate the fact or to achieve a particular goal?
- When did this come to pass?
- How do you divide fact from not fact?

How do we civically engage in debate in a way where it doesn't polarize?

- Have we lost the ability to debate?
- Trying to move towards a compromise and find a common ground
- Has divisiveness become too much of a part or an object of conversation?

Breakout 2.2 - Should water be free?

Facilitator: Karin Borgerson

Introduction: The overarching question is should water be free; framing gets at fascinating issues. The way we frame it leads to a “yes” or “no” answer, but that doesn’t get to the meaning. Here are some provocative questions to consider:

- Why should it be free?
- Why should it not be free.
- Who gets to decide, how should it be decided?

Comment: Who is responsible for “x” if something is free? Does that mean no one is responsible for it? If the water coming out of my faucet and I’m the one who at this point (point of dispensing) decides who uses it the water now. Is the owner of the point of dispensation (faucet, etc.) the one who decides, decide who will be / are those who use it, how much, and for what uses?

K: interesting thought, one fundamental difference is related to infrastructure for the delivery of water. If your are on the side of the argument that says water should not be free, what happens under conditions of scarcity? Does it mean that whomever has the means to purchase the scarce water should be the one to gain access to it? Those are all questions based on human centric questions, but what happens when you consider non-human actors?

Comment: what if the system was made such that you are not paying for the water itself, but instead was paid based on the infrastructure.

Question: How would you know the difference from your water bill?

Comment: When I get my water bill, what is the breakdown of the costs that are reflected in the bill? In the six countries that I’ve lived in, it’s sometimes not easy to buy water. Should it be free to them because they need it, although they can’t afford it? Would they charge for air, if you can measure it? Different ways to measure, what if people were given a certain amount, and corporations were given a certain amount?

E: At some point there will be a reckoning: we should not be growing stuff in certain areas; for some reason farmers are getting more votes than I am.

J: Should these questions be framed in terms of infrastructure cost or commodity cost? If water is free should we pay for the underlying infrastructure that was invested in that makes delivery and use possible?

K: There’s a lot about the experience of knowing that I’m paying for infrastructure or commodity pricing.

T: I remember traveling from Idaho to California and running the water nonstop for washing the dishes. It feels very wasteful now – there was lots of water in Idaho, but there’s a water drought in California.

E: What about hoarding [of water], but what about balancing and noticing people overcompensating; the opposite of conservancy is the result. This seems like a microcosm of something.

KI: How clean is their water?

E: [describes sensor tech at current company]; dosing by source and not near delivery to users. The human component is people are seeing water is scarce; potential solution to hoarding via high tech sensor [and dashboard display for user displaying use information].

J: There seems to be an analogy to measuring air and selling air, Japan. You can go to an Air Café and buy pure air to breathe.

E: People coming to a certain area of a place [human settlement/built environment/city/town] for clean air, which increased price for property values. Similar to the way people pay a premium for viewing the body of water, say a house built next to a lake.

KI: In some ways it makes sense, you will incur other costs for living in high contaminant air areas.

T: What's the highest water bill in the USA?

J: Working with someone in Caymans, water cost much higher... actually higher than energy bills.

E: Trucking in water into a place in Ghana; \$30 delivery fee.

E: Should we be living in places that don't naturally have water in them? There's a reason why people have historically lived near bodies of water.

KI: I lived in Saudi Arabia, in a village. The town I lived in used desalinated sea water. It's not something you can't do on a large scale. The village people did not make the connection between their use of water. We ran out of water often. I worked in a condo and we would try to be prepared for if we didn't have water for 3-months.

J: People have historically migrated based on resource availability. In the future, will be see empty metropolises?

T: Pizza dough in New York Pizza requires the NYC water quality. Carlsbad: there's a concern in SoCal, water in the west coast is much more of a scarce commodity.

J: Low-flow shower head is common in California, not in Boston. The East Coast is seems less aware of water scarcity.

Tim: What if you had to make your own supply of water? Would that then be yours to sell?

Jimmy: Water planners had modeled rain water in their modeling of water supply, so in some jurisdictions, they require water meters into water catchment systems.

Breakout 2.3 - How does the soundtrack to your personal life compare to the music of your community?

Facilitator: Judy Sten

Introduction I thought of this question in terms of music and what's going on around it. Until 3 months ago, I lived in Seattle. Now I currently live in Sequim. Think about the contrast between the two towns. Think of the busyness of the city versus the quietness and space of the country. Does our own soundtrack match with where we are living? Pace of life? What's important to the community that you are living in? Looking at this from a personal perspective - linked to your place.

[Participant] I have a background in singing, as a blending singer. Think WWII era barber-shop arrangements acapella. I started singing at 28 years and most of the singers in my groups were older. It didn't fit my lifestyle. I moved over to a 300-person chorus and it fit better. Looking at my background, coming from a family of 6 children, I don't like doing anything by myself!

Blending vs. Solo

- What is community and what does it mean to you? To define community by choice or by default.
- Nicole: Lived in Atlanta for 20 years for her work and recently moved to Bainbridge - thinking about what is my role, how can I be a part of the community? How to be accepted? Moving to a new community?
- The musical community - more about all the different types of people coming together. Finding that right mix.
- A friend who created a set of playlists for each of the cities that you traveled to.
- Different listening in a relationship - determines the listening in the background, what concerts that we attend. Having a conversation around what value that someone else finds in a song / group. Learning to have an appreciation new music?
- Getting out of one's comfort zone.

What does "normal" listening to music behavior looks like?

- Having a new partner that doesn't listen to music and not understanding that value.
- Actions can speak louder than words. Needing an extra tempo.
- Having a music that is tied to a city.
- Having moved around a lot, jumping one from one community to the next. Tailoring your life to match the soundtrack. Feeling like when you are in the right note. It is a process for searching.
- Looking at time when the soundtrack fit, hasn't fit?
- Is it a matter of patience?

What is it that we are not satisfied with our song?

- Looking for a place of home
 - One of the best parts of finding that "home" is that you are writing it.
- The introspection is being present with what you are doing.

- Music of nature, camping, hiking, the ocean.

Do your sounds match your community?

- When it doesn't match you know that something is happening. Everything feels and resonates with me. Paying attention to your community. When there is that mismatch, what do you do?
- Do you want to keep hearing what you want to hear? Do you become open to other ideas? Do you move? Do you continue to keep moving around and looking for that? Should we continue to seek our tune?
 - OR - Do you make your own soundtrack? We create that ourselves.
- Listen to: Commodores "Zoom" - that song brought me here.
- "I know that happiness is out there somewhere" - we can develop and create that music. We can share it.
- Snowboarding without music - some people swear by it.
- Yet professional athletes using music to ramp up their performance - to create that focus.
- When you tire from a certain type of music - change of your taste to keep your interest. The industry that creates the "Mood" playlists. What was going on in your life that you wanted to listen to Adele. Music that is an experience. For example, commoditizing with a shopping experience, to promote shopping. For financial gain.

What is the story and what is the narrative behind this?

- Creating these "playlists" that were really specific. Sharing something that you like with others.
- Giving them away and expecting one back - but not being lazy.
- An intergenerational passing down of the "soundtrack". Familiarity and nostalgia, the learned appreciation. How do we teach this? How do we share this?
- Where does this music come from? From a mainstream commercial place. Finding those artists that resonate. Diverting back to old-school music. It is a culture thing.
 - Stevie Wonder
 - Tony! Toni! Toné!
- What are my influences? Or is it something that I just hear. Because you hear it and you are not sure why you do?
- There is an abundance of great music, which reflects that community, but in a commercial setting you hear the same stuff.
- Open "mic" nights – a great forum for giving, listening and performing. Noticing the differences.
- Respecting what it takes to stand up there. Important for everyone to get involved.

What would encapsulated you if it were played at your funeral? What would be the most powerful music moment/sound of your life?

- Four chords which create a 5th chord. Feels like an awakening. "Over-chord" created by unity.
- Listening to jazz, the light, in air-conditioning, engaged.
- Let that moment say wow - looking at the view coming up over the hill. Big breath
- Vietnam soldiers talking "you're going home in a body bag do-da" - most stressed
- Those things that stick even when you don't want them to.

- When it gets extra quiet and sucks all the other sound out.
- Question: How do you have presence with the quiet? You need the highs and the lows.
- Listening to the symbols - that have the 7 metals of the body.
- Sound bath: Listening to gong (not necessarily meditative): full body experience -- in a sleep mode, interim space between being asleep yet being awake, though calm
- Yoga – How listen to your body
- Opening the door to the aquatic center- all the sounds echoing off the walls, walking into the humidity

What is music?

- The sounds of tennis ball hitting the racket, the sound off the ground.
- Find ways to bring things into a rhythm

It is our responsibility to find that music of the community.

Breakout 2.4 - What does a resilient team look like?

Facilitator: Lisa Capa

Resilient, what does that mean to you?

- Withstand stress, continue to function, adapt, change, under stress, thrive under stress
- Would you be able to change if you're not? (resilient)
- Passing some sort of challenging something ... to proceed, to heal
- Continue with very little leadership

Can someone do 1-2 sentences to talk about resilience? Agreed upon definition?

- Achieves goals under stress
- A resilient team is situationally responsive, as they work to attain goals
- Maintain the ability to function in the face of diversity

What are some of the habits of a resilient team?

- Sharing of everything – the stresses, fears, and responsibility
- Respectful communication
- “We’re all in this together”
- Sharing knowledge, cross training, sharing of information
- “Everyone should know what I’m going through – what’s going on with you”?

What must happen in a team to allow you to do that?

- (Many) “Trust”
- “Safety”
- “No judgment”

Where does mentorship fit into this? What about coaching?

- A want to succeed is critical, more of a commitment – like a marriage. If you don’t want it to succeed, it won’t.
- Clear goals. Managers sometimes have different goals
- Shared vision
- A non-zero amount of ego
 - Zero ego ➔ “I don’t care about what I’m doing”
 - Low ego ➔ just enough to believe: “What I’m doing has value”
- Ego & confidence are related
 - Ego is healthy from a psychological perspective
 - Id vs. ego
 - Healthy individual egos
- Emotional intelligence, Emotional IQ
- The team will be better if we all contribute, mature enough team to value everyone’s feedback
 - Active listening is a very important habit

- Defined as “really engaging with someone and trying to empathize, using tools like summarizing what they say … take action to understand messaging”
- Collaborative maturity
 - Collaborative intelligence, deriving intelligence from all team members
 - Servant leadership, a leader who helps herds the cats … not to make decisions, but to allow them to be made … allowing everyone to function to the top of their ability … the team is making the decisions
- Transparency on all kinds of levels
 - Transparency – people understand why they are doing what they are doing … from the leader and the team

Do you need a deviant? Someone that challenges the thought that comes up?

- That’s one that you must be careful of …

How can you bring it up in a positive way?

- Being willing to discuss, “I think this might be a problem”
- You can be transparent … but some people challenge … can challenge assumptions in a healthy way
- They don’t avoid problems
- Take steps forward, being proactive … ownership of your work and the problems
- Doing things in a “healthy” way, you may be toning it down … **how do we define “healthy”?**
- I can be the devil’s advocate … but there are healthy ways that help, and there are ways that are just annoying …

Is being a deviant coming from the top down or bottom up?

- Is one just being contrarian?
- Constructive vs. not constructive …
- We can reframe challenges as opportunities.

Can we have teams without managers?

- Have you heard of TEAL organizations?
- Government is very hierarchical… very structured
- TEAL organizational structure is self-organized and self-managed. There are some examples with large and medium organizations where decisions are made by the group, that create very resilient teams.
- It was introduced in the book “Reinventing Organizations”.
- Nothing we have talked about assumes there is a manager … Everyone on the team should have these properties … The manager should too.
- In what context?
- Servant leadership … everyone should have equal footing.
- Needs to be a common understanding of what “healthy” means … Come from the age range and background … based on what the context is … needs to be drilled down more.

What does constructive criticism mean?

- It’s not a matter or not if it’s constructive or not, it matters if you have empathy.

- There will always be biases → that's where empathy comes in.
- It is a common understanding of "we don't know what we don't know".
- Individuals will get really impatient – they process thoughts differently.
- One of the men who is a provost at MIT, said "people should just be nice to one another" and someone took deep offense to that... like "sit in a corner and say nothing" vs "being kind to others".
- It's important to build a team with consensus and understanding.
- Teams that don't do well don't know how to bring in new people... someone new comes in doesn't know the language, etc.
- Teams need a structured way of getting integrated.
- "Holism" and "Teamism", need to have systems and processes.
- We haven't yet mentioned innovation ... having that innovative spirit ... not afraid to totally come out of left field ... even if it "seems" stupid, but something was triggered, some concept.
- The team is able to help flush it out ... an aha moment, a point of entrance into innovation
- Being present ... not to hold back.
- Think about a tough experience, a team experience ... something tough. You were either a part of this time or an observer.

BREAK OUT INTO SMALL GROUPS FOR DISCUSSION

In what ways was that team resilient? In what way were they not? In what ways could they be more resilient?

GROUP 1

- College rower, junior year and was in the 2nd boat. We needed to prove ourselves. We decided to be the first ones the coach sent to nationals. We got into the A-Finals.
- We had a shared commitment to succeed.
- Some guys weren't on board → made it fall apart.
- Found ways around the problems → we raced each other.
- Didn't do well: spite-fueled, some people felt overlooked, internal battles when new members came onboard.
- The desire to succeed kept them together.
- Work experience on a team.
- Success can be defined based on your team.
- I had a vision of success be one thing – it was different than the overall vision.
- The team was resilient, very adept, onboarding, cross training, etc.
- There were lots of pawns in the organization. You could burn them out, lose them, and if the people at the top achieved their financial outcomes, they could shed junior people. That was true as long as the pillars of the group remain.
- It was a big personal growth period. Everyone could be all on the same team but different objectives. Training was so good; Senior Management was so good – they had a structure in place to replace themselves. If you can replenish them it creates resiliency.

GROUP 2

- Spite is pretty powerful.
- Pete Carroll, Seahawks coach get undrafted people ... Richard Sherman, Marshawn Lynch, didn't get picked or fit elsewhere.
- Healthy anger is a good thing ... but when you're doing it to get them to hate someone.
- If someone has that anger, fire, and they achieve a goal, then you have to give them their fair dues ... we are all shaped by things that happen when we're quite young.
- We are all vulnerable to identifying drives and vulnerabilities

GROUP 3

- Business vs non-business teams.
- Everyone has to be passionate in non-business settings.
- There is something that is really just driving them.
- Everyone starts a restaurant, 99% of them fail.
- That's why we hear about unicorn organization.

BREAKOUTS FINISHED

What is the role of a positional leader with regards to cultivating these habits in their team?

- One is to model good behavior, respect opinions of team members, giving feedback, coaching ... the positional leader is like a project manager or something ... communicate the vision goals.

What does success "look like" to the team?

- Self-reflection: "For me to communicate based on the audience I have in front of me, trying to understand the individuals on the team, that's essential"

If you miss one element, you've got one person left out ... is there something I need to do?

- A lot of studies on reflective leadership ... the importance of it.
- Remove barriers, be seen as a resource by the team members.
- Active listening, role modeling ... lead by example, create space for vulnerability
 - A story about Paul Dolan with a wine company, made it more sustainable ... one of the cool things about going down that route, he didn't need to know all the answers ... wisdom is in the team.
 - On a team, there wasn't enough knowledge in the team ... if you bring in enough knowledge if you can bring in the right ones, and remove the wrong ones ... they might be better at the things you're training them on than you are ... about 3 years into a project, within the last month he realized, what someone else was saying was exactly what the team needed ... you live with the drama of being right or wrong ... you have to be vulnerable.
- Positional leaders set clear boundaries, offered space and spaciousness
 - One leader started the gender-based analysis, gender-based training ... that comes from the position of leader, help to create the culture ... they allow a culture that is resilient

- By the time a problem on a team reaches the CEO/Manager, it's already been there for too long... if you leave it alone, that also sets the culture ... **"Why should I work so hard, if this person is not?"**
- Create your own advisory team...
 - When you're the first... figure out who has those types of skills... to help you help the team
 - And understanding came from that... things will happen or not, we need to be intentional...it will either be by design or by default...
 - You may not know why you're going there, but you learn from them...
- What is the role of a person in a non-leadership position to encourage/cultivate and create a resilient team?
 - The mindset of being a leader... but you can lead from any role, implement self-leadership, leadership from any seat... everyone can be a leader, everyone SHOULD be a leader in some aspect... They are a leader of what they own
 - Being willing to give and take a bit, trying to make something work... don't try to change it, make it better, let it be a little bit. **Stay focused.**

Breakout 3.1 - Does it make a difference to have masculine and feminine leadership style?

Facilitator: Janice Litchenwaldt

Warm up: What are perceived as masculine/feminine leadership styles?

- **Feminine** - empathy, consensus building, indirect statements, soft, emotional, relationship building, community, warmth, passive, manipulative, detailed, passive aggressive, bossy
- **Masculine** - direct statements, directive, loud, hierarchy, impulsive, teasing, aggressive, bullying, sarcasm, task / goal oriented, confrontational, combative, aggressive

How do you feel about this distribution of traits?

- All genders have equal access to traits.
- Understanding audiences in leadership roles is important.
- It is more acceptable for women to touch than men.
- It is more acceptable for some ethnicities to touch than others. Does it make a difference to have masculine / feminine leadership styles? Takeaways
- Any person can have strength and power in their presence, but they need to be authentic.
- Finding a work around can be a powerful tool to leading and coming to solutions.
- Society is creating these stereotypes.
- In your leadership journey you can tap into both masculine and feminine qualities / skills.
- Masculine and feminine are just signifiers.
- Leadership Map (What is your impact?) - leader within >> leader in front >> leader behind >> leader beside >> leader in the field.
- You have leadership power in any position that you are in, followers make leaders.
- In certain situations (i.e. people need time to be heard and need time to process) it may not be the best time to use a masculine leadership style.
- Leadership styles also differ depending on the group you are with.
- A leader is like a beacon that people will follow in hard and good times, their background is what makes them special.
- Adaptive leadership is essential to be a good leader.
- Adjust leadership style based on needs and feedback.
- Your leadership style is going to be as good as those who are following you.
- Instead of categorizing leadership styles by gender, we can categorize them by four NOLS quadrants: Fire, Goal (Big Picture), Detail, Ice.
 - Goal+Fire = inspiration
 - Ice + Detail = cold, calculating
 - Fire + Detail = emotional
 - Goal + Ice = executive
- You have to shift between quadrants.
- Understand when your current style is no longer effective.
- You will need to change styles based on culture, cultural understanding / awareness is extremely important in being a good leader.
- You have to be flexible, have awareness and know your impact.

- Leadership style depends on who you are.
- Inspiration vs. motivation.

Questions

- How can we fix our ability to lead when other people have their own ideas of what your leadership style should be?
- If you're not being authentic as a leader, can you be trusted?
- How can you develop your authentic self?
- Is it necessary to sometimes adjust your authentic self?
- How to live authentically to your gender when you may not exhibit the corresponding traits?
- Assess the people you are with (leading) and ask, "what do they need in a leader?"
- What if we change the paradigm and look at it more as "aspiration" or "motivation" leadership?

Breakout 3.2 - What is realistic to accomplish for one generation in environmental restoration?

Facilitator: Karin Borgerson

All the systems we are talking about are complex – there is no simple solution.

Realistic is not the right word. What choices do we need to make to determine what *realistic* is?

- We are past the point of talking about it.
- Not thinking big enough.
- Not the conversation we should be having.
- Can't talk about what is reasonable?

What do we do as a species as the collapse comes in order to maintain resiliency?

- To thrive?
- To learn?
- To make the cultural changes so that this does not happen again? (Post-apocalyptic) How do we get visionaries motivated? Took a visionary person to promote the space age
- Leveraged fear.
- Who will own space?
- Why are we trying to terraform Mars when we should be doing it on Earth? There is a disconnect. How do you get people from all walks of life to feel the connection to the importance of their actions?
- What do you do to inspire?
- Show what you can do without making it look like a sacrifice.
- Are the ideas and practices expanding beyond your circle? System-wide transparency:
- Some kids don't even know where veggies come from sometimes.
- People don't understand organic food.
- How do we bring it back to each individual?
 - It needs to be a collective force.
- Value to individuals – how we do we connect those with a disconnect?

Personal choice of being environmentally or centralized government mandates of being environmental?

- Individual choices and options:
 - What is good for me?
 - What do you choose to spend your money on?
 - Food or health care.
 - How do these change/flip over time?
 - How quickly can habits actually change?
 - People are exhausted on the issue.
 - People don't understand the options.
 - Idea that it's too difficult.
 - How can we save/spend money on doing the right thing when we don't know what we are saving for?

- Lack of financial education.
- Lack of education of the health of the planet.
- The next generation is going to be the next economy, yet we aren't educating them as much
- Or is this the distraction and the problem being a lack of curation of solutions?
- Centrally curated solutions:
 - How do we get to a point where all the options are environmentally friendly?
 - Although things are shifting, our entire system is based on fossil fuel use
 - What can we do to impact the big polluters?
 - How do we force fossil fuels out of products?
 - Government can have a strong influence on supply chain
 - Global EPA to set the standards?
 - How can we translate moral codes like Boy Scouts into the public environment? How does the narrative change when you are in impoverished countries?
 - They are looking at immediate needs
 - Helpless
 - Middle class in developing countries - *What does progression look like?*
 - How do we tell them that their dreams are wrong?

What will it take to reach that cultural shift for a willingness to sacrifice?

- How do we shift away from immediate gratification?
- Is instant gratification sustainable? (no)
 - Use it up
 - Wear it out
 - Make it do
 - Do it out
- Celebrate delayed impact?

What does it mean to market the eco-age?

- What platforms can we create that will bring these into homes?
- How can we reach people that aren't in the echo chamber?
- How do you get people to care?
- How do you create urgency?
 - Inspire
 - Incentivize
 - Enforce
 - Regulate
 - Change
- You have to expose people to provoke change?
 - How can we expose without inflicting pain? How can businesses inspire each other to do the right thing?
- Customer's demand.
- Incentivizing customer purchased.
 - Show them how is easy.
- What if the product shows the environmental cost on the label?
 - Shows the comparisons.

If we can't measure the impact, is all our effort a waste of time?

- Currently – countries are measured by GDP.
- The metric is a problem – they are always tied into money.
 - Hedge funds
 - Environmental restoration as an investment Where do the pivots/leverages exist?
Where are the resistances?
- Trust a community
- Taxes

What are you personally going to do differently to make changes?

We are further along in protecting the environment than we might imagine. Things have changed from how we modify the environment for our benefit.

Breakout 3.3 - Regarding the need for multi-sector, global expertise in the United Nations' 2018 SDGs, how might contributions, responsibilities, and risk/reward be allocated to the sectors involved?

Facilitator: Lisa Capa

UN SDGs: The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Goals interconnect and in order to leave no one behind, it is important that we achieve each Goal and target by 2030.

They came into force January 1, 2016. Originally created Sept 2015. Built upon the Millennium Development Goals which were created by the UN in 2000.

To get a sense of what it might be like to begin to address the question, we created a microcosm of the world with just 4 aspects of society (the ones listed are fine) and 3 SDGs (out of 17).

The group broke out into 4 small groups that represented the 4 aspects of society. For 20 mins these groups discussed the following:

- i. What do you have to offer that you feel will help to achieving these goals?
- ii. Identify what you need from the others group in order to make your contribution successful.
- iii. What help is needed and from whom?

Then we mixed up the groups for a role play.

- i. Goal: Initiate a collaboration to achieve the three goals.
- ii. Each aspects of society to share what they have to offer and why the other groups would benefit.
- iii. Identify what they need from the other groups to help them in making their offer successful. Convince the other groups to do what you need.

Aspects of Society

- National govt
- Regional non-profit org
- Local community org
- B Corp

Sustainable Development Goals (SDG)

- End poverty in all its form everywhere
- End Hunger, achieve food security, impact nutrition & Promote sustainable agriculture
- Make cities & human settlement inclusive, safe resilient and sustainable

Role Play

Goal: Initiate a collaboration to achieve three goals

Possible Strategy

- Each group to share what they have to offer and why other groups would benefit
- Convince other groups

Goal: Initiate a collaboration to achieve three goals

- - How can we connect end goals? Why can the supply chain be used?

What ending poverty looks like? – (Building the framework)

- And ensuring we actually care
 - Different solutions for different regions
 - Work with very local org - who face the actual problem.
- Create rules of engagement.

Something interesting: Hearing top-down approach and how it worked. B Corp:

- Food distribution program drawing from local farms to commercial stores / restaurants; need some help with training farmers (non-profit could help, drawing federal aid / assistance); would offer return loop taking products from stores to the community kitchen

Community group:

- Understanding, assessing, and articulate needs of the community and co-design approaches; specific programs: local voucher programs, community kitchen, and housing cooperative

Regional non-profit:

- Bringing external expertise to strengthen efficiency.

Q: How do you pay for it?

- B Corp: Selling products to the local businesses, self-sustaining business Q: National government: How will you help? What tools do you have?
- Concerned about continuity, sustainability
- National government: Could provide incentives (e.g., reducing licensing expenses) to promote further innovations; can assist with monitoring and reporting out on national progress

Closing Circle

Facilitator: Karin Borgerson

This is the last official event of the weekend. We will start with matters of the head and end with matters of the heart.

Appreciations:

- **Blu:** Appreciated the organizing logistics and the discussions during the meetings and in the carpool.
- **Andy:** Appreciated Lisa, in addition to giving a ride; he attended all of her sessions. He appreciated everyone present for all he's learned and the experience for being here.
- **Lisa:** To all who participated in her sessions - Thank you so much: engaging and participating in such juicy topics; especially last session that had so much to cover in an hour. Thank you for Donna for co-facilitating; thank you to Brandon for idea of role playing.
- **Jean:** Thanks Dafne for allowing your husband (Evan) to attend.
- **Reed:** Thanks discussion with Rob regarding skilled trades, cool opportunity to bring people together and have range of topics.
- **Conner:** Thanks the others that joined for dinner last night, and the conversation afterwards late into the night. Thanks Cynthia: a cool person one-on-one even though not as vocal during group sessions
- **Rob:** Appreciate all the facilitators for warmth and way stimulated participation from everyone in interesting ways, especially given advance work; Brandon stimulating conversation, as well as yesterday's discussion on Cascadia
- **Becca:** Thanks to Janice and Kelly for hosting dinner last night, including opportunity to learn different topics; Evan for encouraging her to be here
- **Hector:** Appreciate Evan and Daphne for hosting him Friday night; thank you for making time to be here; helpful to have these conversations; interested to see where things go from here
- **Ryan:** Appreciate passion and dedication that everyone has shown; have heard about a lot of interesting topics that had thought of before, looking forward to ruminating on them more, and maybe coming back next year
- **Thea:** Appreciated the sponsors for their support; appreciated the breadth of questions for the breakout groups including *what does innovation mean?* and *how do we engage in multiple platforms?*
- **Nicole:** Appreciate others taking time to be here; being present; and engaging during the breaks

Hopes and Dreams

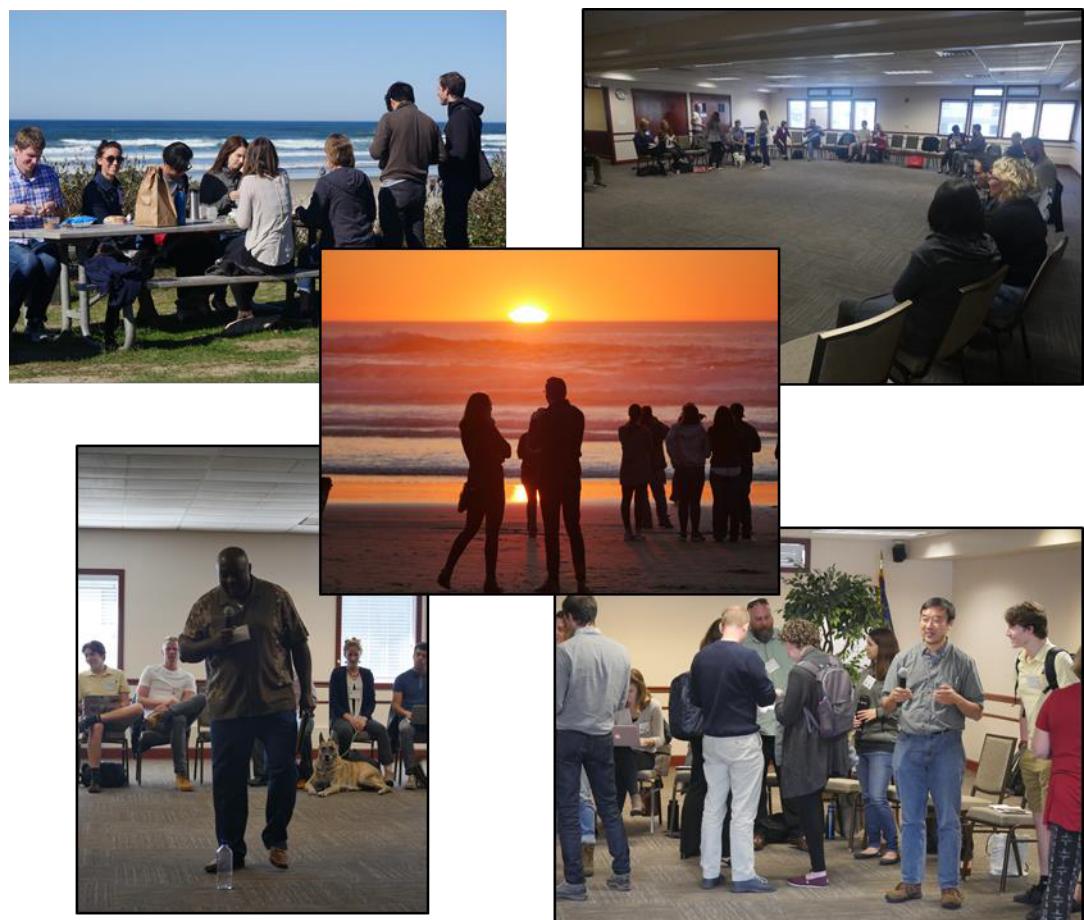
- **Deborah:** Really fun for her, used to attend these types of events years ago, haven't been doing it recently (thinking about lofty goals and thought development): Will create the space

for having these types of conversations with other people -- so important for the future of our species

- **Cynthia:** Hope to do justice when we go back to Seattle and other places that she goes to; to represent us well, including those that she interfaced with
- **Ema:** Hope that all can leave here being comfortable sitting with the questions, pondering them, and considering the answers second

Jimmy:

- Appreciate everyone for coming here to "play"; This is only the second year of this format and the Innovation Retreat will always be an experiment and a work in progress. Feedback is welcomed.
- Thanks to the sponsor – MIT Enterprise Forum, Terra Nostra, Presidio Graduate School, Canadian Consulate, I Am Virago,
- Thanks for help behind the scenes from Carey and Deborah
- My informal metrics for success
 - How many cell phones are out during the weekend? Last year I think I saw 5. This year I saw even fewer.
 - I believe in the long tail of relationships; how long they persist. This metric will take many years to prove out. As 1, 2, 5, 10 years go by, let us see how many of us still stay in touch.
- To Bainbridge Graduate Institute / Pinchot / Presidio community: You see how powerful circle can be to build community. This circle structure is an amazing way to convene disparate voices and engage in an equal dialogue. *Bring Circle back with you and integrate it into your life.*
- Now that we have generated these questions and frameworks in the Circle; take these questions with you, mull over them for the year. Use these questions to focus your attention on what is important to pay attention to. Then bring back the answers that you have developed as well as the additional questions spawned by your answers. Then share them with us again next year.
- Thank you.



Photos by Ryan Hoover