

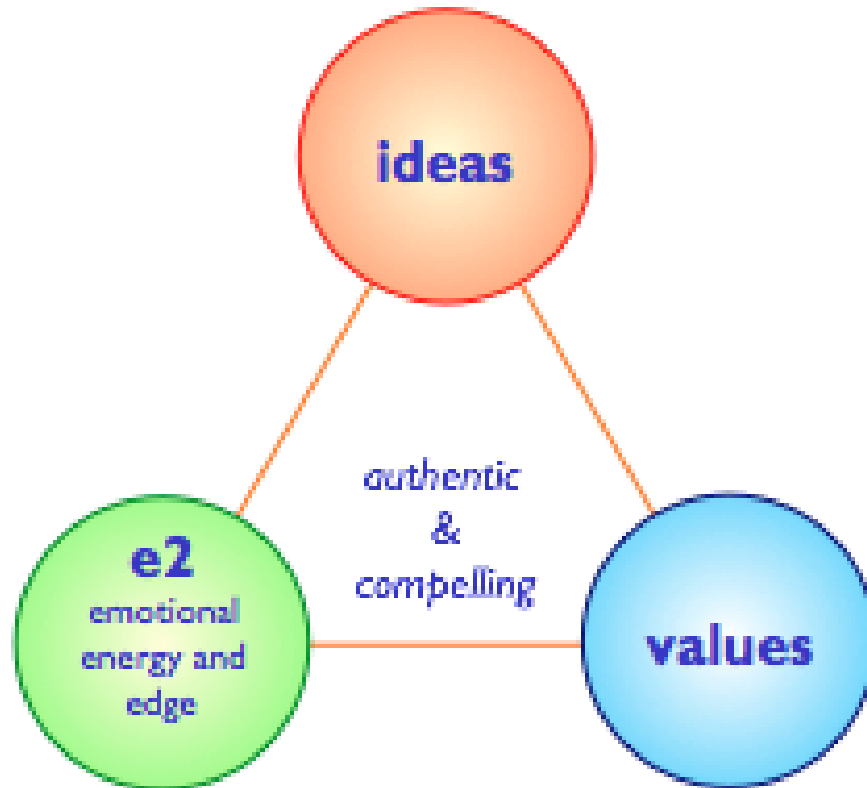
‘Teachable View’ Method

Teachable view: key elements

"The most important assets any organisation has are its stories"

(Goran Carstedt: CEO Volvo & Ikea)

A teachable view is a credible and compelling leadership story that combines 3 equally important and essential elements:



Just imagine.....

BBC's Jeremy Paxman is doing a documentary on the leaders who are building the leading companies in your market area.

He wants to document you as a leader and get your teachable point of view on tape.

In sixty seconds, the camera is going to come on. At that point, the interviewer will ask you: "Please tell me your teachable point of view on leadership in your market...."

- what ideas you have for your business?
- how do you get those ideas?
- what values will make those ideas work?
- how do you energize people around your ideas?
- how do you exhibit edge to make the tough calls to enable your ideas to happen?"

ideas

Organisations need 2 kinds of ideas: Quantum and Incremental

Quantum Ideas

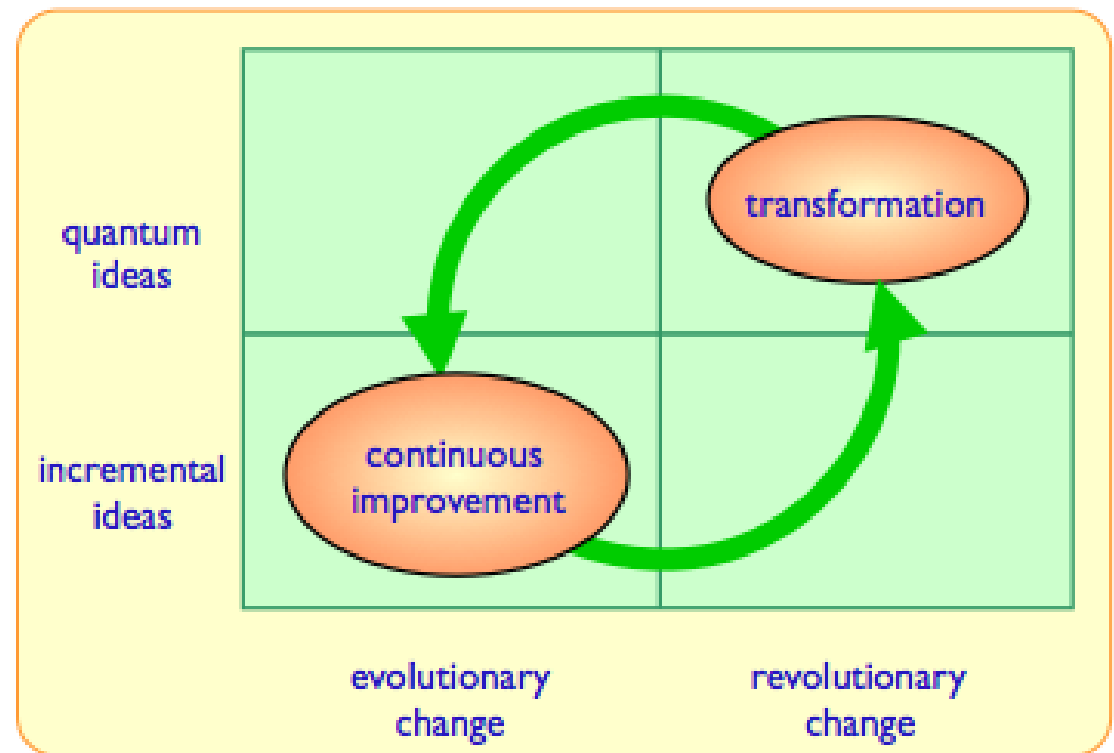
- A quantum idea is at the core of an organisation's story and represents a response to an inflection point in the environment
 - Ford: mass production
 - Microsoft: operating system domination
- A quantum idea is your distinctive quality and ethos
- They age and need to change in line with discontinuities in the environment
- Must address key changes in the environment:
 - Customer needs
 - Technology
 - Government/regulation
 - Competitors
 - Other
- Revolutionary change
- May need major realignment of the organisation to implement quantum ideas

Incremental ideas

- Incremental ideas embody the way that the organisation will implement its quantum idea(s)
- Incremental ideas will form some of the organisation's key processes
- The strategy of the business is an incremental idea, not quantum.....
- Incremental ideas are sources of continuous improvement within the organisation
- Evolutionary change
- Do not need major realignment of the organisation to implement incremental ideas

Key questions to help you get a structure for the core of your teachable view

- What are the key changes in your external environment?
- How do your key business processes match up to this changing environment?
- What is the change from the old quantum idea? What is the transformation that is required?
- How are you monitoring the environment constantly to generate new ideas?

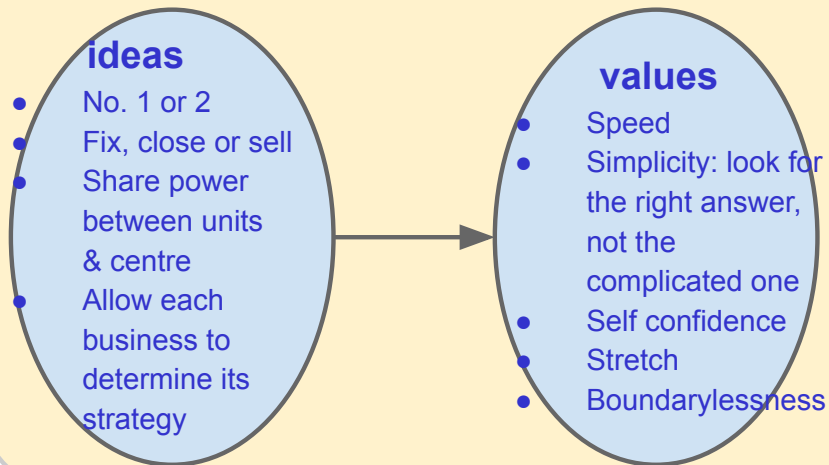


Values and E²

Values

Values must reinforce, enable & support the business ideas
Your messages should articulate the values needed to win
You must embody those values, ALL the time
It is your values that steer your actions, people take notice of actions and “see” your values

The GE example



E² – emotional energy & Edge

Emotional Energy

Energizing People Through Transitions

- Create a sense of urgency
- Define a mission that is inspiring and worth achieving
- Set goals that stretch people's abilities
- Build a spirit of teamwork
- Create the expectation that goals can be met

Edge

- Having the qualities needed to lead and guide the formulation and mobilisation of the strategy
- The ability to see the issues and face up to them
- The ability to put ideas into action
- The ability to make the tough decisions in the tough times
- Honest but not brutal (naming the difficult issues, and figuring out how to get past it)

‘Teachable View’ Method for Uncovering h3uni’s Story

Quantum Idea: A new kind of university that provides the know-how needed for people to generate transformative change in the face of increasingly complex and unpredictable challenges.

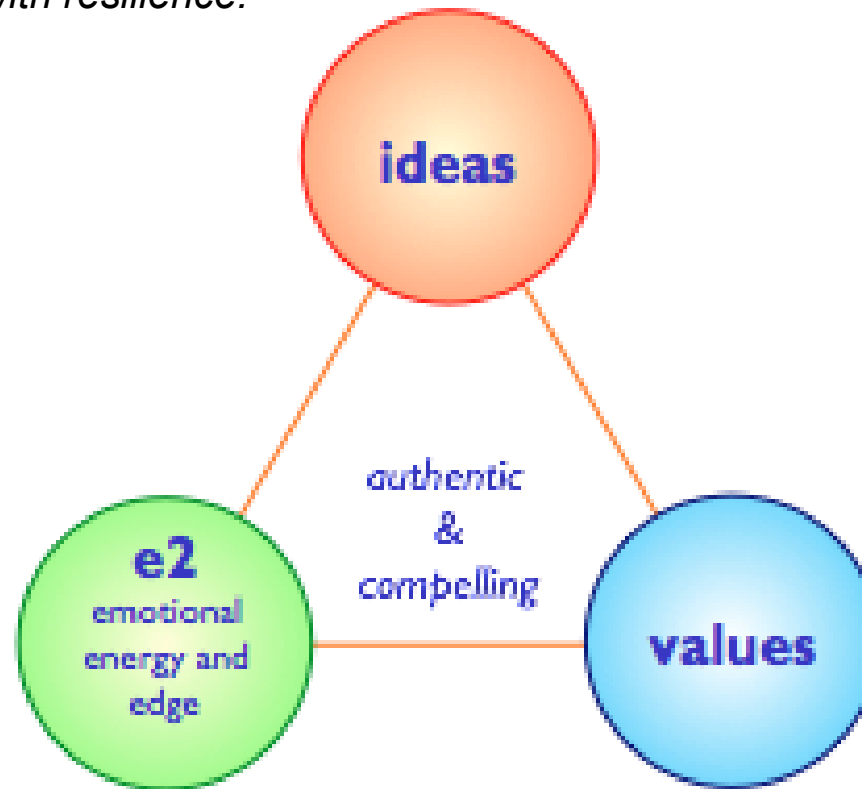
Incremental Ideas: H3Uni provides opportunities to learn and apply practical tools, techniques and processes, which in combination provide a body of know how for individual development, enterprise and decision making. This is done through facilitated sessions, courses, and consulting.

How it is different: A shift from teaching what is already known to teaching how to address unknowable and unpredictable circumstances with resilience.

We Pattern Hope. H3Uni opens up thinking for the future with grounded hope.

H3Uni's Mission:

To create a viable future for coming generations of life on Earth by; unleashing and coordinating the creative potential for re-perception of situations and learning of know how to confidently deal with intractable problems together.



Values:

- know how, transformative change
- Creativity, Collaboration, Co-creation
- Common purpose,
- adaptability, hope
- foresight, systems thinking
- Safe to fail and learn, resilience, respect for life
- Respect, Responsibility, Reciprocity, integrity,
- Impulse, reflection, action, skilled boldness

Questions

1. what ideas you have for your business?
2. how do you get those ideas?
3. what values will make those ideas work?
4. how do you energize people around your ideas?
5. how do you exhibit edge to make the tough calls to enable your ideas to happen?"

For:	People who are open to new ways of generating a more tenable future by building on the best of the current world
Who want:	A way of learning about how to understand and work with the ever rising complexity and uncertainty to generate an increasingly more positive impact for current and future generations
H3Uni is:	A collaborative global network of individuals and groups, supported, facilitated and mutually connected by on line technologies to enable them to work individually or in groups, both locally and globally.
That provides:	Opportunities to learn and apply practical tools, techniques and processes, which in combination provide a body of know how for individual development, enterprise and decision making that accelerate the generation of societal transforming capacity to thrive harmoniously with our living planetary home and within its limits of viability.
Unlike:	Mainstream western educational approaches that transfer existing curricula to technology platforms without validating their underlying assumptions upon which the curricula are based in light of the needs of the current and emerging world situation.
H3Uni:	<ul style="list-style-type: none"> •Is designed with the capability to continuously adapt itself to the needs of the Third Horizon, as it emerges, over time. •Has a curriculum constructed to facilitate working directly with increasing complexity and uncertainty. The approaches that do this enable experiential and collaborative learning and are rigorously researched and tested. •Combines innovative operational approaches typically not found in educational institutions with selected powerful and relevant knowledge from traditional education. In this way, learners rapidly discover practical ways to accelerate their own positive impact.

Quantum ideas

A new kind of university that provides the know-how needed for people to generate transformative change in the face of increasingly complex and unpredictable challenges.

- There needs to be radical new ways to learn that provide:
 - a creative way of working with complexity and uncertainty
 - an engaging way that transcends established group boundaries and barriers
 - a vision that is flexible and evokes hope; identifies how to address potential significant disturbances to the system through creating strategic opportunities
 - ways to work when there is high stakes, high complexity, and unpredictability to make difficult choices and to decide upon priorities and resource allocation
 - safe spaces that enable people to build emotional capacity, resilience and balance to engage fully and responsibly with the challenges of the times

Quantum Ideas

- A quantum idea is at the core of an organisation's story and represents a response to an inflection point in the environment
 - Ford: mass production
 - Microsoft: operating system domination
- A quantum idea is your distinctive quality and ethos
- They age and need to change in line with discontinuities in the environment
- Must address key changes in the environment:
 - Customer needs
 - Technology
 - Government/regulation
 - Competitors
 - Other
- Revolutionary change
- May need major realignment of the organisation to implement quantum ideas

Incremental ideas

*H3Uni provides opportunities to learn and apply **(practical)** tools, techniques and processes, **for cultivating practical wisdom (which in combination provide)** based on a body of know how for individual development, enterprise and decision making.*

- **Facilitated sessions/interactions, courses, and consulting**
 - World Systems Model, Three Horizons, Wheel of Wisdom, Be the Future, Dilemma Resolution, Hexagon Method, Syntegration, Viable Systems Model

Incremental ideas

- Incremental ideas embody the way that the organisation will implement its quantum idea(s)
- Incremental ideas will form some of the organisation's key processes
- The strategy of the business is an incremental idea, not quantum.....
- Incremental ideas are sources of continuous improvement within the organisation
- Evolutionary change
- Do not need major realignment of the organisation to implement incremental ideas

The NEED

- **Shift in appreciation of how complex life is getting and that we do not know the tools to deal with this scale of complexity as a whole.**

Caused by:

- Awareness of climate change and people's role (in creating it/ being part of the solution) creates
 - o A shift in awareness
 - o People looking for solutions - into ancient wisdom and new ideas
 - o from the individual hero to collective action
 - o Existential impact causing deep questioning and creating strong emotional reactions: heightened anxiety & depression; strengthened sense of purpose and desire to act; others experience an awakening connection to spirituality.

Teachable View

- **What are the key changes in your external environment?**
 - Massive environmental change, globalization, and reduction of biodiversity
 - Increasing complexity and unpredictability
 - Rapidly accelerating pace of change (in everything - technology, environment, economies, warfare, conflicts)
 - Diminishing resources (natural, financial, commodities, time, attention spans, capacities for thinking and retention of information)
 - Increasing health issues
 - Growth of technology is outstepping growth of political and regulatory means to balance it; potential to destabilize politics, society and statehood
- **How do your key business processes match up to this changing environment?**
 - **Business Delivery**
 - **Facilitated Sessions/Interactions:** Provide ways for groups to build shared mental models of complexity and uncertainty, using dialogue with visual thinking, and then creating clear yet flexible strategies as pathways through their turbulent transition to a more stable situation.
 - **Courses:** Equip people with opportunities to learn and apply processes, practices, methods and tools, individually and in groups, to a range of current complex issues within a collaborative environment, both online and face to face.
 - **Consulting:** Hands-on running of projects that enable clients to accomplish a major transition in response to the complexity of their enterprises' context.
 - **Internal Operation**
 - **VSM:** In continuous transformation of the organisation to make sure that it addresses the present needs for learning.

Teachable View

- What is the change from the old quantum idea? What is the transformation that is required?
 - *A shift from teaching what is already known to teaching how to address the unknowable and unpredictable with resilience.*

Unlike Mainstream Education:	h3uni's Value
Knowledge - You either know or you don't know. There is the right and the wrong way of doing something. Knowledge is divided into subjects, without adequate investigation of the overlap between them.	Process Orientation. Know how - Experiential. Learn by doing it, allows experimentation and learning by the individual, they develop competence in the following components: Requirement Appreciation: Appreciation of the need - content and context Enabling Structure: Choose appropriate tool/process Facilitative Medium: Set up of physical space, choosing physical props and tools and how to lay them out Designed Procedure: How to set up the game Guidance Capacity: The capacity to hold the space, get people engaged, and making the enabling collective container
Explicit knowledge: Externalized knowledge, stated clearly or in detail leaving no room for doubt.	Some explicit knowledge, <i>emphasis on...</i> Tacit and Innate Knowledge: Understood or implied without it being stated. Emotional Intelligence: being in touch with emotions and knowing how to respond intelligently to them. Confidence to tackle 'impossible' challenges.
Learning Focus: Educational content and approach are not designed to adequately address complexity and uncertainty.	Learning Focus: A way of learning about how to understand and work with the ever rising complexity and uncertainty to generate an increasingly more positive impact for current and future generations.
Competition: Education institutions are fundamentally in competition with one another for students and resources. Educational content and approach spring from the knowledge of the educator/institution.	Collaboration: h3uni inside - brings h3uni value within existing educational structures. Co-creative learning where the learners give significant input of content and context into everyone's learning, in collaboration with the teacher and the cohort of learners.

Teachable View

- How are you monitoring the environment constantly to generate new ideas?



Non-Ultrastable Organisations: Structure was not designed to function within highly complex and uncertain environments

'Ultrastable' Organisation: h3uni is designed with the capability to continuously adapt itself to the needs of the Third Horizon, as it emerges, over time. (Value prop for 'partners' and learners)

E2 - Emotional Energy & Edge

- Mission (notes & brainstorm - [synthesis on next slide!](#)):
 - o to awaken people's innate creative know how to bring about a better future together
 - o to unleash and coordinate the creative potential and courage in people to deal with intractable problems
 - o to play a responsible part in shaping a beneficial legacy for future generations
 - o to contribute everything possible towards a viable future for humanity
 - o bring the third horizon to life
 - o to create the third horizon
 - o spread the know-how needed for people to generate transformative change in the face of increasingly complex and unpredictable challenges.

“ability to energize but not frighten - capacity to open issues that need to be surfaced and to deal with them honestly but not brutally so that people are engaged to respond and deal with them. “

How do I have hope in the face of doom?

h3uni's edge:

- **We pattern hope.** h3uni - opens up thinking for the future with grounded hope.
 - o **Reperception & visioning a beautiful future:** Learning to see what was, what is, and what could be with new eyes.
 - o Learning to see possibility within the reality of the present moment.
 - o We face the future in its fullness of complexity and uncertainty.
 - o Boldness - people, tools carry the fitness for purpose
 - o **Moving beyond fear, beyond limiting beliefs, beyond the impossible to find the pattern of hope.**
 - o Looking at reality in its fullness of complexity and uncertainty.
 - o Engendering collaboration and creativity.

Emotional Energy

Energizing People Thro

- Create a sense of urg
- Define a mission that achieving
- Set goals that stretch
- Build a spirit of teamw
- Create the expectatio

Edge

- Having the qualities n formulation and mobil
- The ability to see the
- The ability to put idea
- The ability to make th times
- Honest but not brutal and figuring out how t

Nested Missions

Eco-Versities Mission:

to awaken people's innate creative power to bring about a better future together

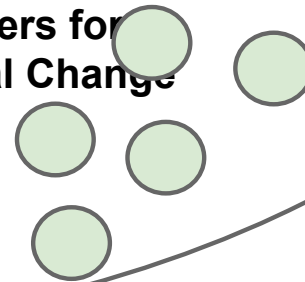
H3Uni's Mission:

to unleash and coordinate the creative potential for re-perception of situations and learning of know how to confidently deal with intractable problems together

Broader Social Change Movement Mission:

To create a viable future for coming generations of life on Earth.

Other Clusters for Social Change



Values

Idea (from Quantum Ideas)	Values (compare to previously stated values on slide 18)
<i>provides the know-how needed for people to generate transformative change in the face of increasingly complex and unpredictable challenges.</i>	learning, know how, transformative change, simplicity, competency, slowing down, understanding
a creative way of working with complexity and uncertainty	Creativity, Collaboration, Co-creation
an engaging way that transcends established group boundaries and barriers	Common purpose, build upon ideas
a vision that is flexible and evokes hope; identifies how to address potential significant disturbances to the system through creating strategic opportunities	adaptability, hope, right direction, strategy,
ways to work when there is high stakes, high complexity, and unpredictability to make difficult choices and to decide upon priorities and resource allocation	Calm, foresight, systems thinking, informed decision making, strategy
safe spaces that enable people to build emotional capacity, resilience and balance to engage fully and responsibly with the challenges of the times	Safe to fail and learn, emotional capacity, resilience, respect for life
	Respect, Responsibility, Reciprocity, integrity, impulse, reflection, action, skilled Boldness

Values

Values must reinforce, enable & support the business ideas

Your messages should articulate the values needed to win

You must embody those values, ALL the time

It is your values that steer your actions, people take notice of actions and “see” your values

The GE example

ideas

- No. 1 or 2
- Fix, close or sell
- Share power between units & centre
- Allow each business to determine its strategy

values

- Speed
- Simplicity look for the right answer not the complicated one
- Self confidence
- Stretch
- Boundaryless

Values - from H3Uni as VSM (T & D, Mar. 30 + 2 values)

Audience

- People who are open to new ways of generating a more tenable future by building on the best of the current world
- **Clients & Collaborators:** Varying levels of experience working with 'progressive' organisations. Likely not extremely conservative.
 - o Businesses, NGOs, Governments (Municipal, Regional, National)
 - o Traditional and alternative educational organizations; International bodies and networks
 - o **Their values**
 - Collaboration** (has various meanings depending on their perspective)
 - Innovation** (might not have same definition as H3Uni)
 - Systems change** (degree of change and which system they want to change can vary, at core acknowledge that the present system they operate within no longer achieves the results it was designed to achieve)
 - Hope/belief in future**
- **Learners/Students:**
 - o People who might work in any sector, at any level within an organization, with the common thread that they are looking for new ways to operate.
 - o Some might be looking to incorporate H3Uni into their existing jobs/positions
 - o Some might be looking for a career change
 - o **Their values**
 - Collaboration, Innovation, Systems change, Hope/belief in future**

H3Uni Core Values

- Sacred Earth, sacred life, sacred human
- Beauty, truth, love inspiring future consciousness leadership and practice
- Collective hope, collective dialogue, collective wisdom, collective will
- Transformative change towards tenable futures
- Use of foresight, systems thinking and strategy