Hello William,

Your post was spot on for some of the companies I have been in. I had a supervisor in the past that every time someone said what you mentioned. “[T]his is how we have always done it.” He would laugh and explain that that statement meant nothing to him. That we must move forward as the world changes around us. Your comments resonated with me on these points. These theories, as I was reading through the book, seem at times to be more similar than different, but they seem to center around stepping back and listening.

In the same chapter as you talked about Peggy Holman I was reading another statement that cleared up what you said and what my experience has been. “The leader becomes a context setter, the designer of a learning experience – not an authority figure with solutions.” (Bushe, 2015) Which seems fitting from what you talked about. When a company has “different actors that will create new narratives that in turn enable new ways of thinking and acting to emerge” (Holman, 2015)

Do you think that we should never, as leaders, push toward one action? I see that you talked about the complexity of organizations and how they can be influenced. I see how they can be affected, but is it to the point where they are in chaos all the time? In that same chapter, they talk about chaotic contexts and that you can put a stop to the problems, or bleeding, as they said. If it really is in constant flux, how do you control for that?

Thank you again for your post. It was enlightening to read your thoughts and gave me a chance to reflect on my own experiences.

Reference:

Bushe, G. R., & Marshak, R. J. (2015). *Dialogic organization development: the theory and practice of transformational change*. Berrett-Koehler Publishers, A Bk Business Book.

Holman, P. (2015).Complexity, Self-Organization and Emergence. In Bushe, G. R., & Marshak, R. J. (Eds.), Dialogic Organization Development: The Theory and Practice of Transformational Change (pp. 123-149). Berrett-Koehler Publishers.