

Raising Our Voices Leading in Uncertain and Chaotic Times

February, 2018



UNIVERSITY OF MINNESOTA
Driven to Discover™



OBJECTIVES

- Describe the dynamics of system and social change.
- Identify characteristics and behaviors of whole systems leaders.
- Discuss skills and practices including mindfulness, deep listening and gentle action that contribute to transformative change.

WHY DO YOU DO WHAT YOU DO?

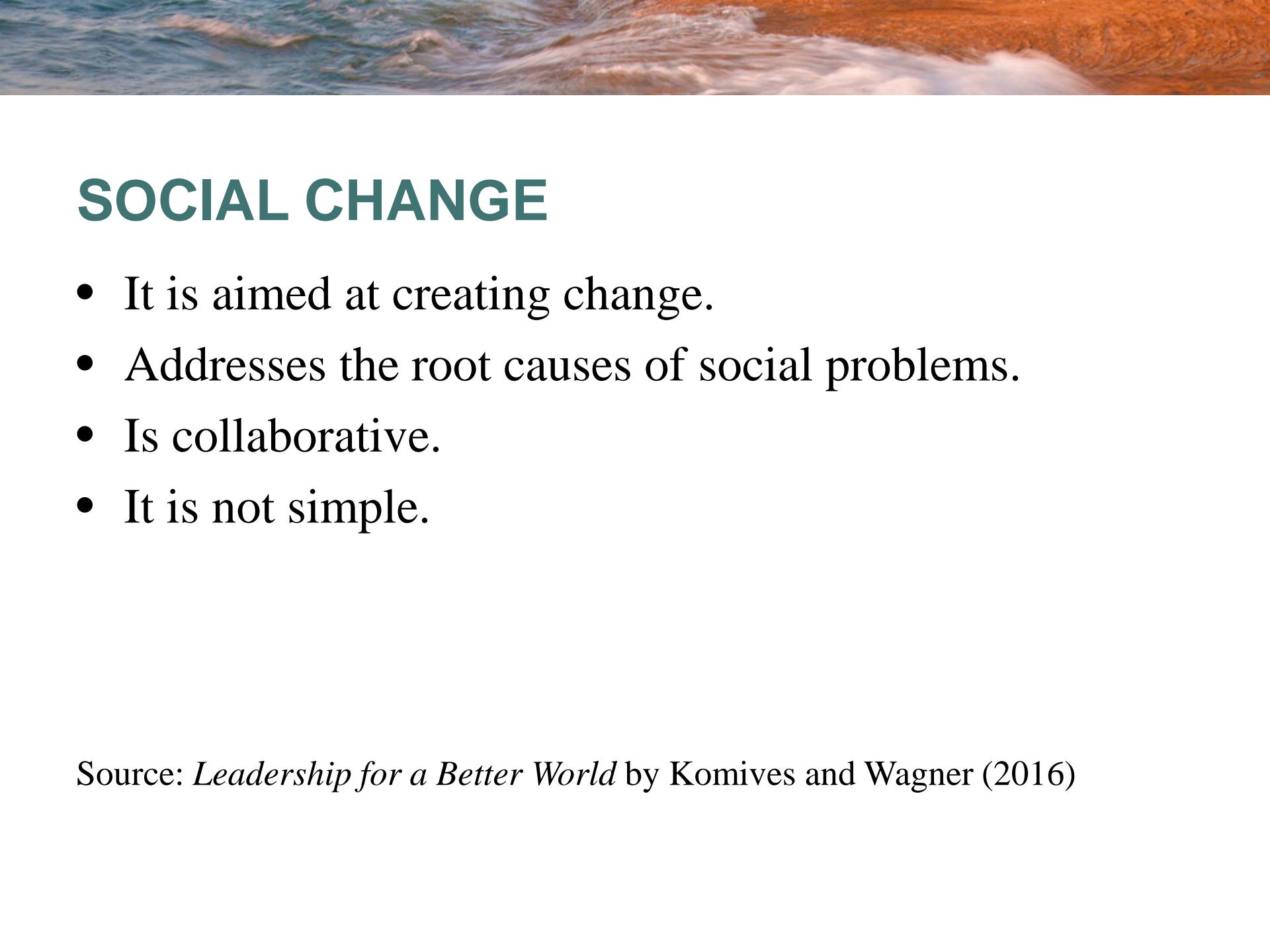




CHANGE



LEADERSHIP



SOCIAL CHANGE

- It is aimed at creating change.
- Addresses the root causes of social problems.
- Is collaborative.
- It is not simple.

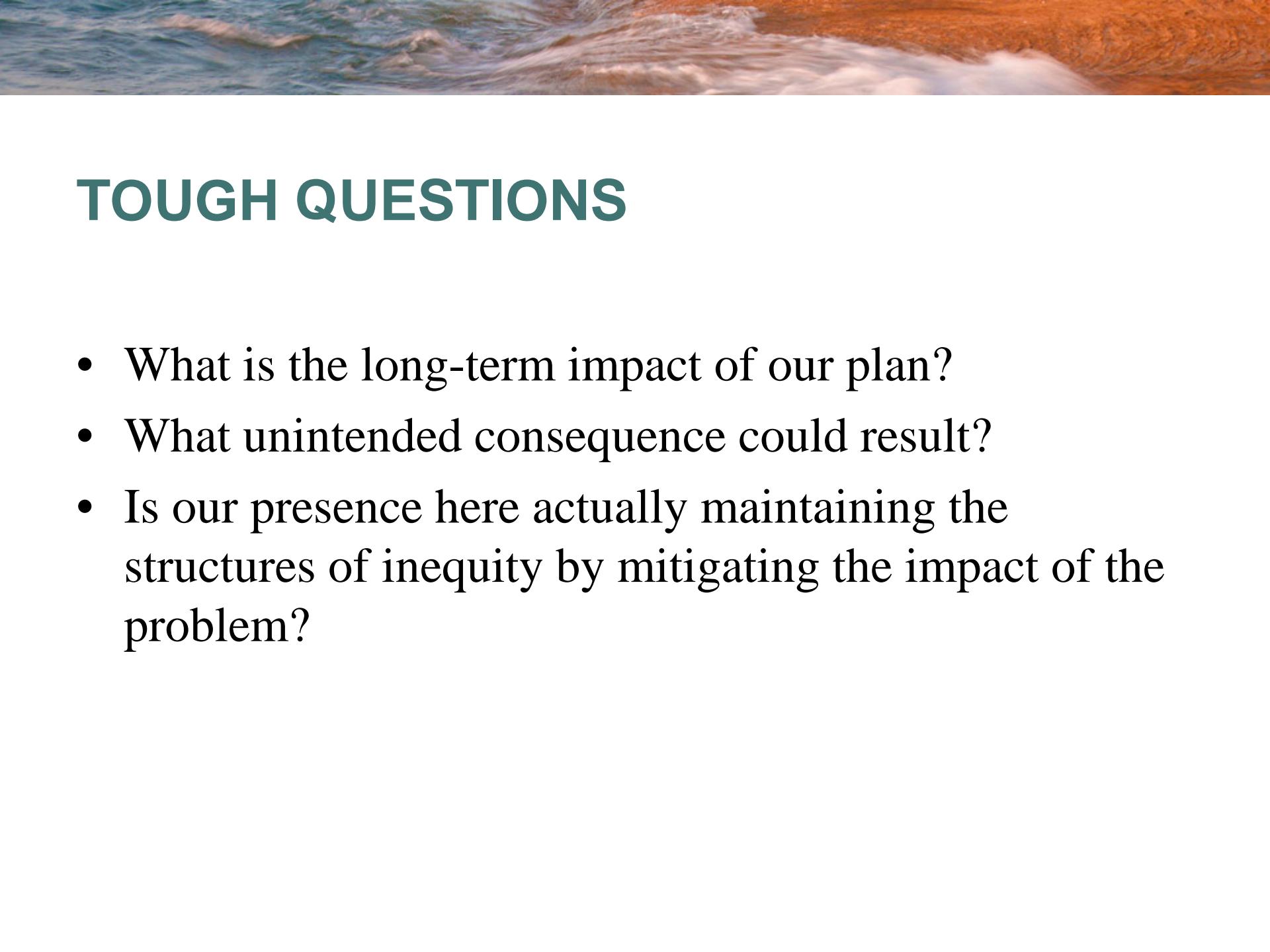
Source: *Leadership for a Better World* by Komives and Wagner (2016)





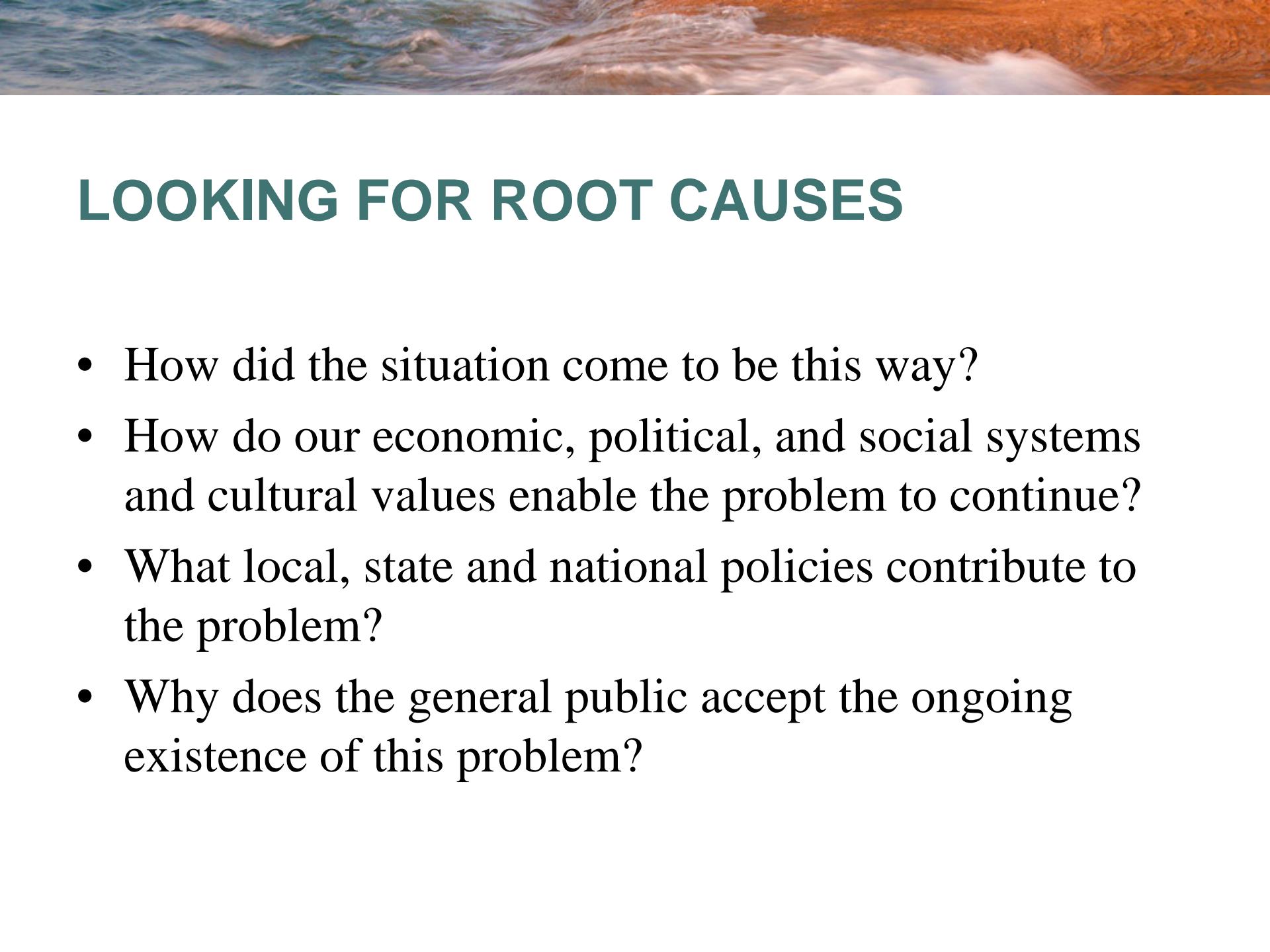
Begging for Change by Robert Egger.
(2010)





TOUGH QUESTIONS

- What is the long-term impact of our plan?
- What unintended consequence could result?
- Is our presence here actually maintaining the structures of inequity by mitigating the impact of the problem?



LOOKING FOR ROOT CAUSES

- How did the situation come to be this way?
- How do our economic, political, and social systems and cultural values enable the problem to continue?
- What local, state and national policies contribute to the problem?
- Why does the general public accept the ongoing existence of this problem?

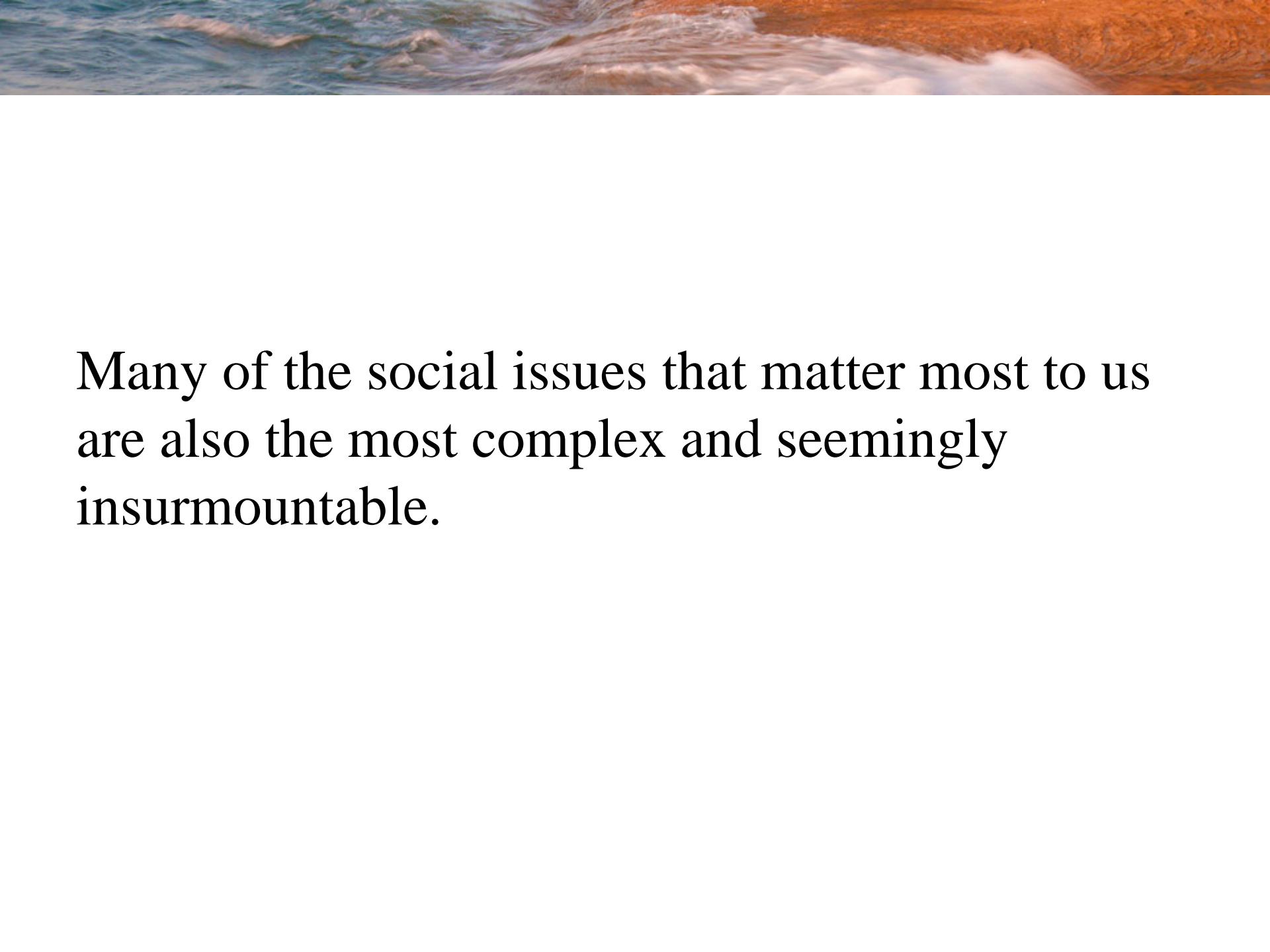
SOCIAL CHANGE IS COLLABORATIVE

- Not about super-heroes.
- Doing service with others, not to them.
- Involves bringing as many to the table as possible.





SOCIAL CHANGE IS NOT SIMPLE

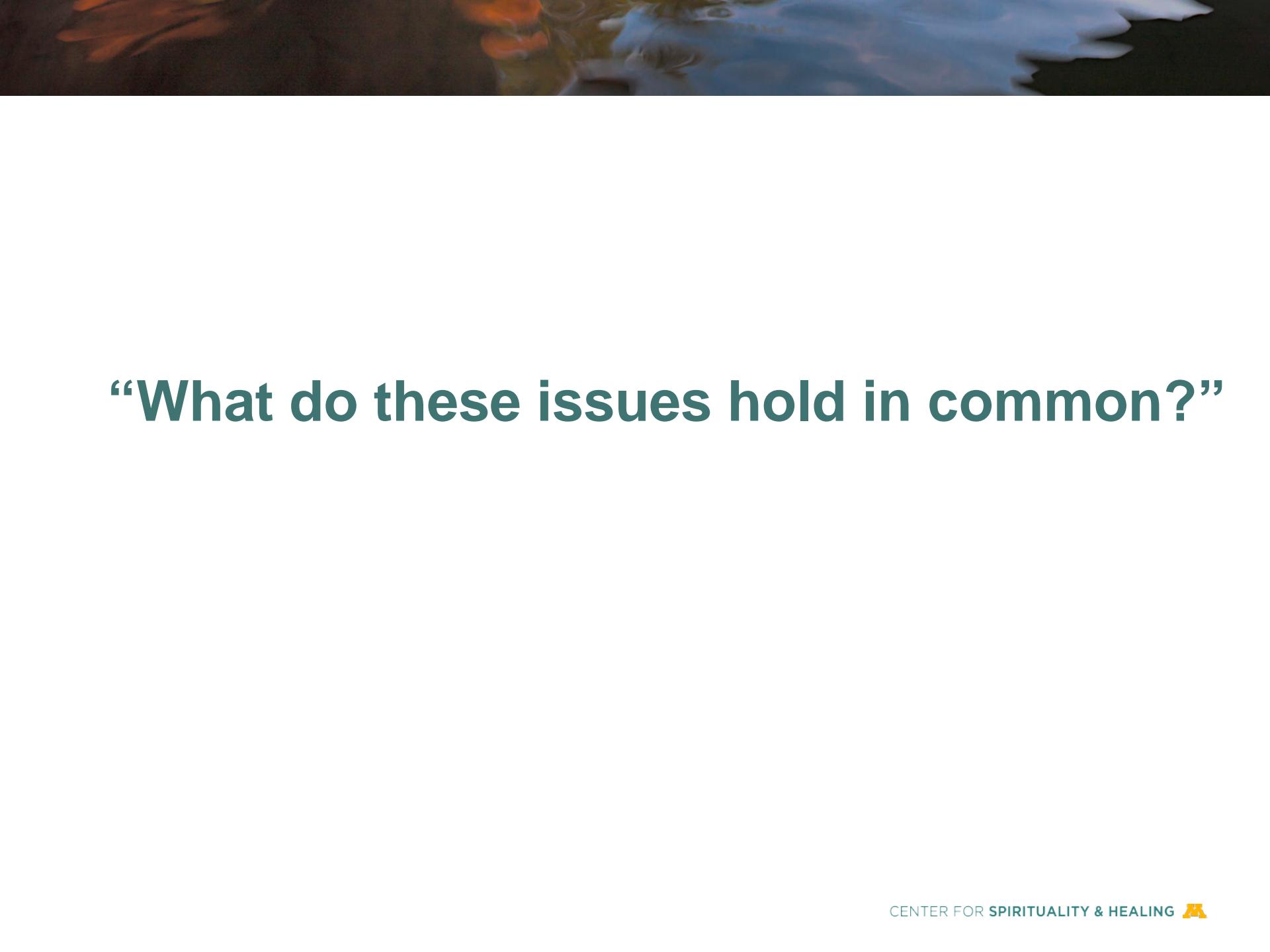


Many of the social issues that matter most to us
are also the most complex and seemingly
insurmountable.

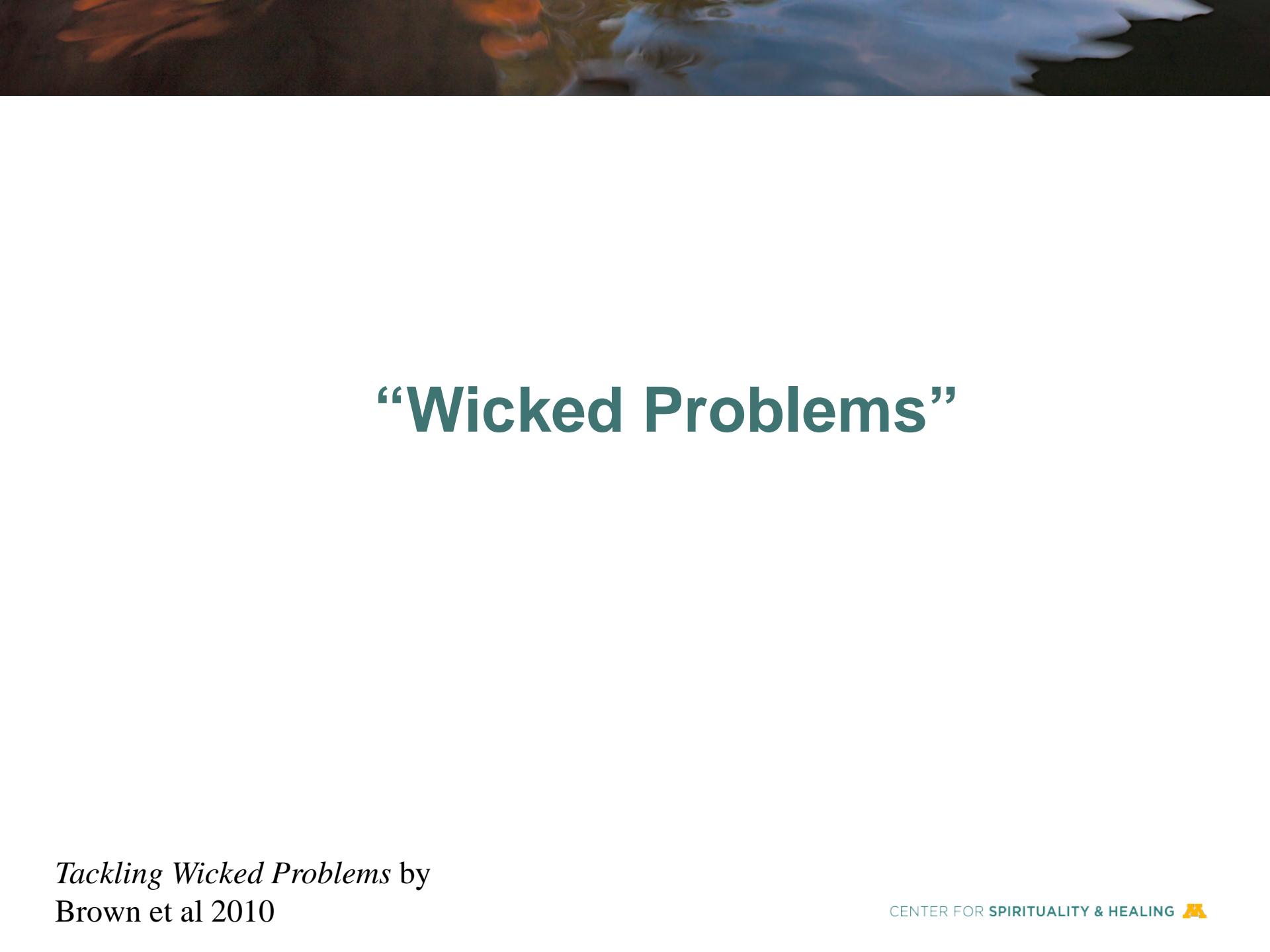


Current Issues

- Economic instability and growing disparities
- Fractured and fragmented health care systems
- Declines in education
- Racism and intolerance
- Climate change



“What do these issues hold in common?”



“Wicked Problems”

Tackling Wicked Problems by
Brown et al 2010

CENTER FOR SPIRITUALITY & HEALING 



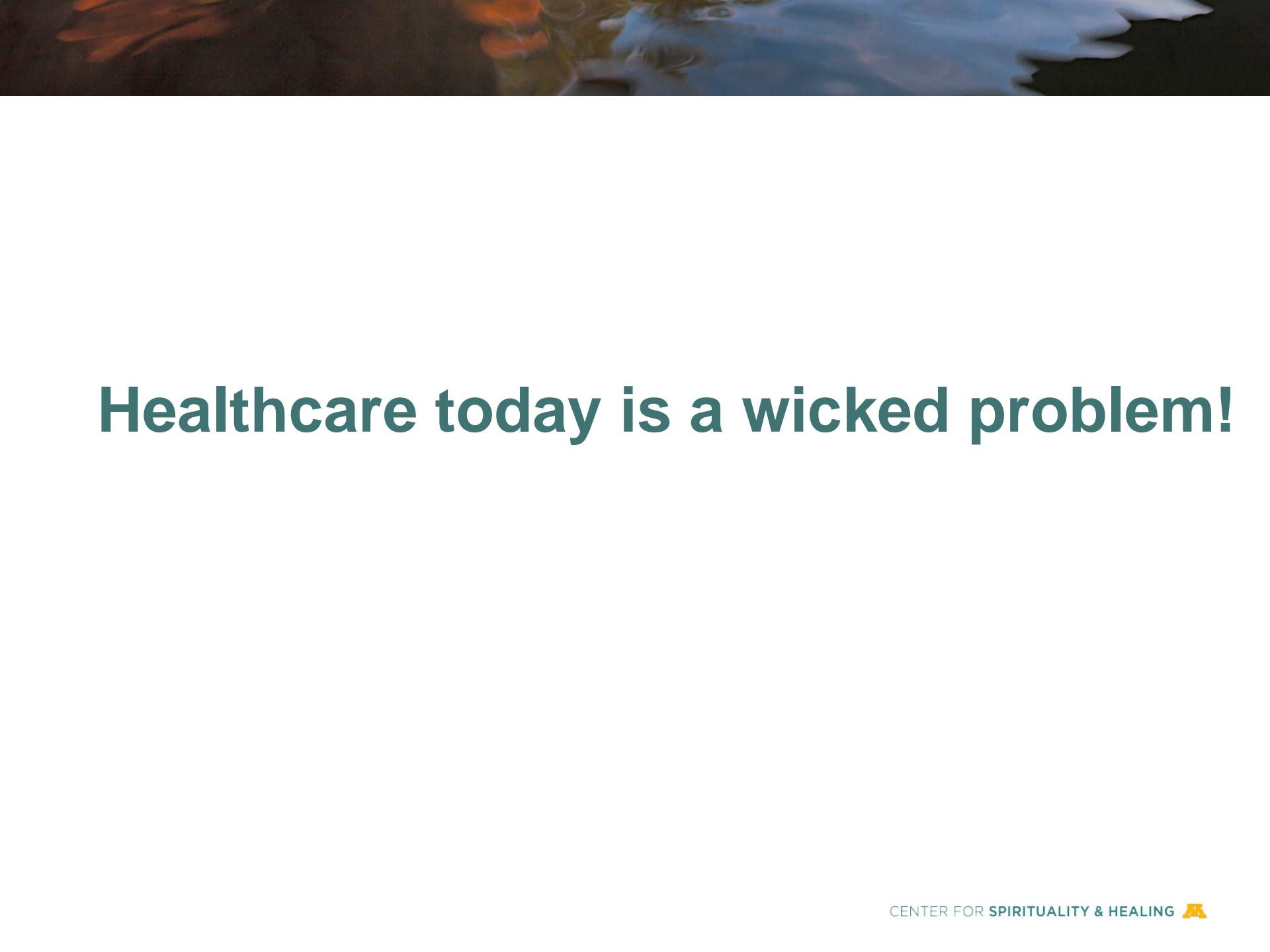
TAME PROBLEMS

- Might be complicated and messy.
- Occurred before. Predictable
- Known solutions.
- Apply logic. Solving a puzzle.



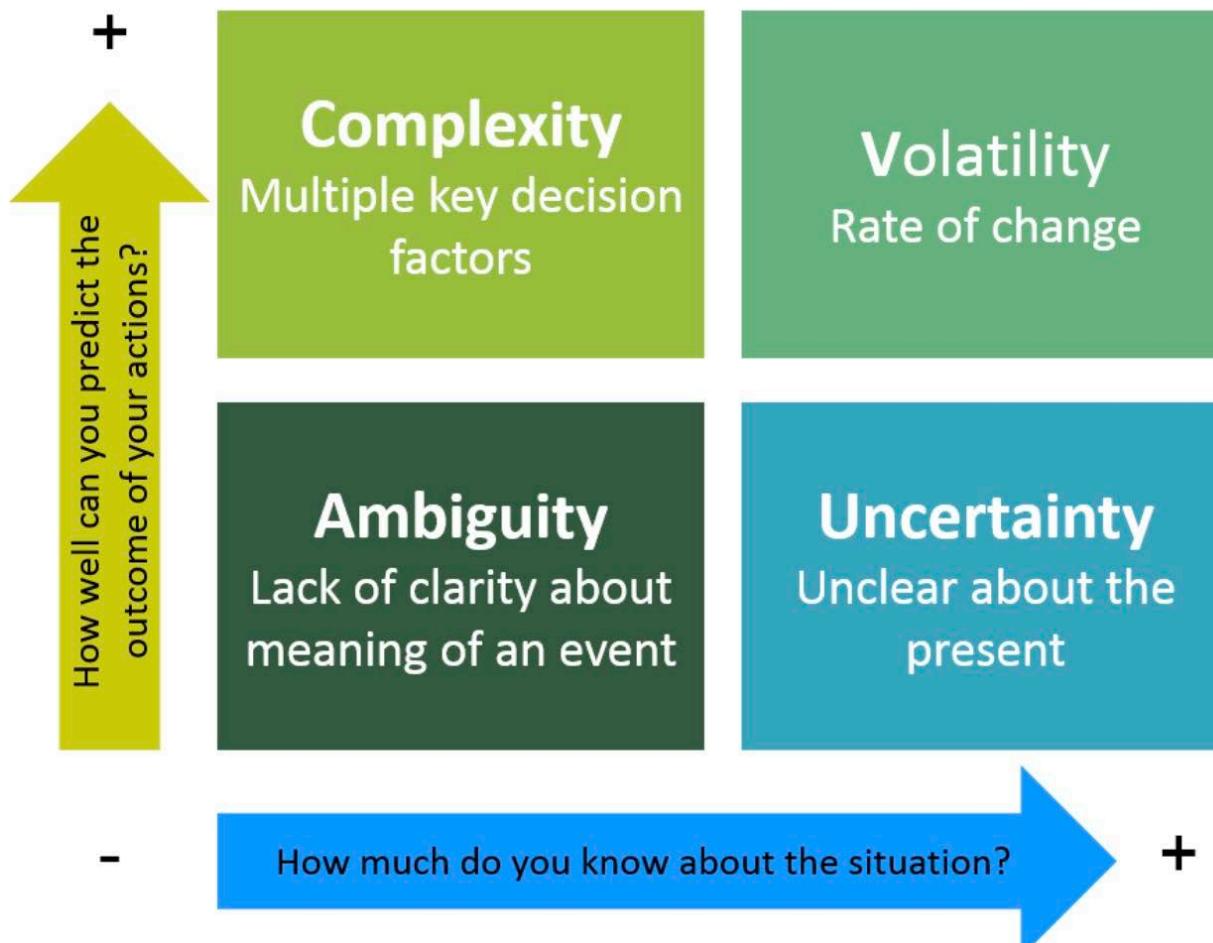
WICKED PROBLEMS

- Novel.
- Complex, dynamic.
- Require solutions beyond the range of traditional remedies.
- Demand a systems approach.



Healthcare today is a wicked problem!

VUCA





HEALTHCARE REALITIES

- Escalating costs
- Growing disparities
- Epidemic of lifestyle related diseases
- Uncertainty regarding which financing and reimbursement models will endure
- Healthcare provider stress and burnout
- Unsustainable trajectory



**DEAD
END**



GROWING UNDERSTANDING

- Pouring more money and resources into existing systems is unlikely to produce different results.
- Increasingly, there is a recognition that we need a fundamentally different approach that embraces new models - such as integrative health - that is interdisciplinary and has as a goal whole systems healing.



WHOLE SYSTEMS APPROACH

- A perspective, a way of thinking, a way of leading and healing.
- Draws upon new sciences – complexity science and chaos theory.
- Focuses on social change and healing and environmental restoration.



COMPLEXITY SCIENCE/CHAOS THEORY

- All living systems are complex systems that are constantly adapting and evolving in response to changing conditions from within and outside.
- Small changes can cause a chain of events leading to large scale phenomena.



COMPLEXITY SCIENCE/CHAOS THEORY

- Order and chaos are mirror images. There is order in chaos and chaos in order.
- Fluctuations are the primary source of creativity.
- When systems dissipate, new forms emerge.



COMPLEXITY SCIENCE/CHAOS THEORY

- In a quantum world, relationships are all there is to reality.
- Absolute prediction and uniformity are impossible.
- Particles are bundles of potentiality.
- Unity is best expressed and understood as diversity.



SOCIAL NETWORK THEORY

- Social networks are social structures made up of individuals or organizations (nodes) that are connected or inter-related (ties).
- Social networks are powerful vehicles of change.

LEADERSHIP



OLD VIEW OF A “GOOD” LEADER

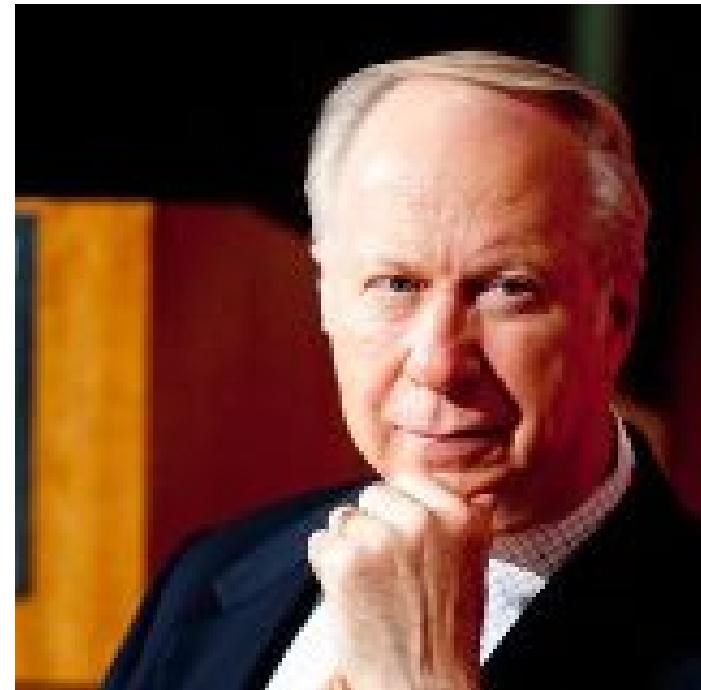
- In charge
- Tell people what to do
- Create the vision
- Have all the answers

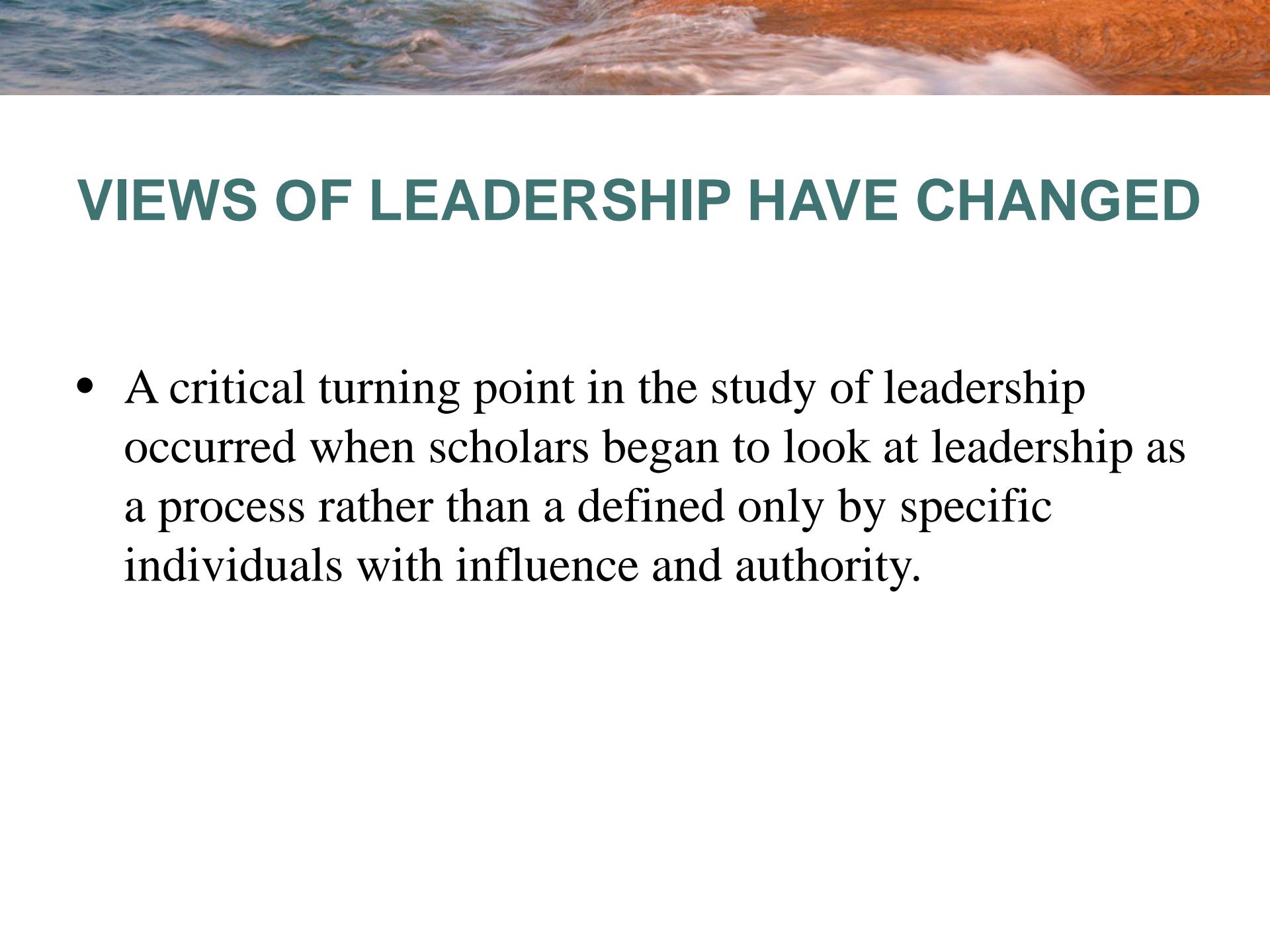
LEADERSHIP

“The days of command and control leadership have evaporated.”

David Gergen

Director, Center for Public Leadership at Harvard University



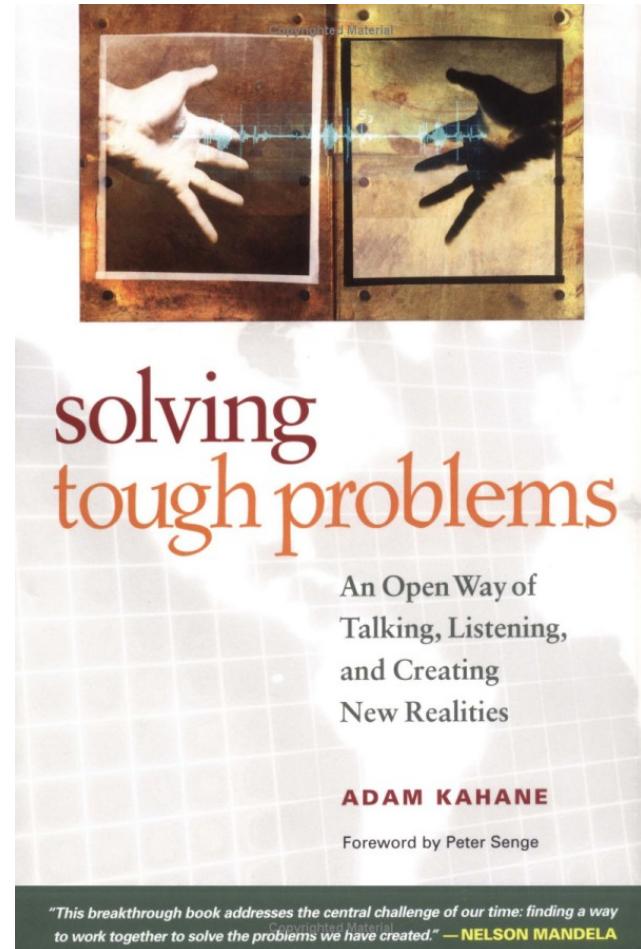


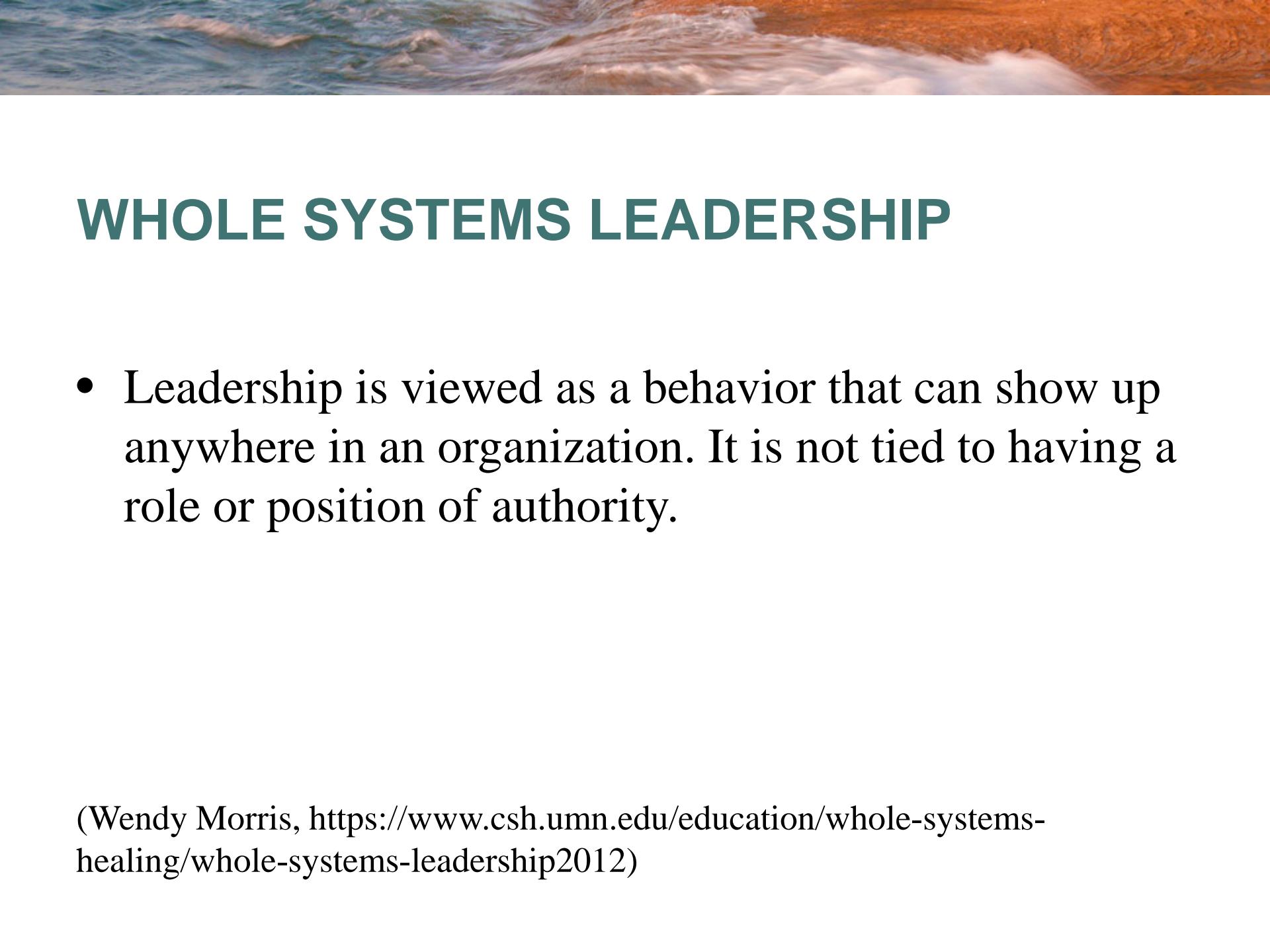
VIEWS OF LEADERSHIP HAVE CHANGED

- A critical turning point in the study of leadership occurred when scholars began to look at leadership as a process rather than a defined only by specific individuals with influence and authority.

CALL FOR LEADERSHIP

- Systematic – not divided into silos.
- Participative- involving many people's ideas, energy, talent and expertise.
- Emergent – able to move and adapt nimbly in minefield of uncertainty.

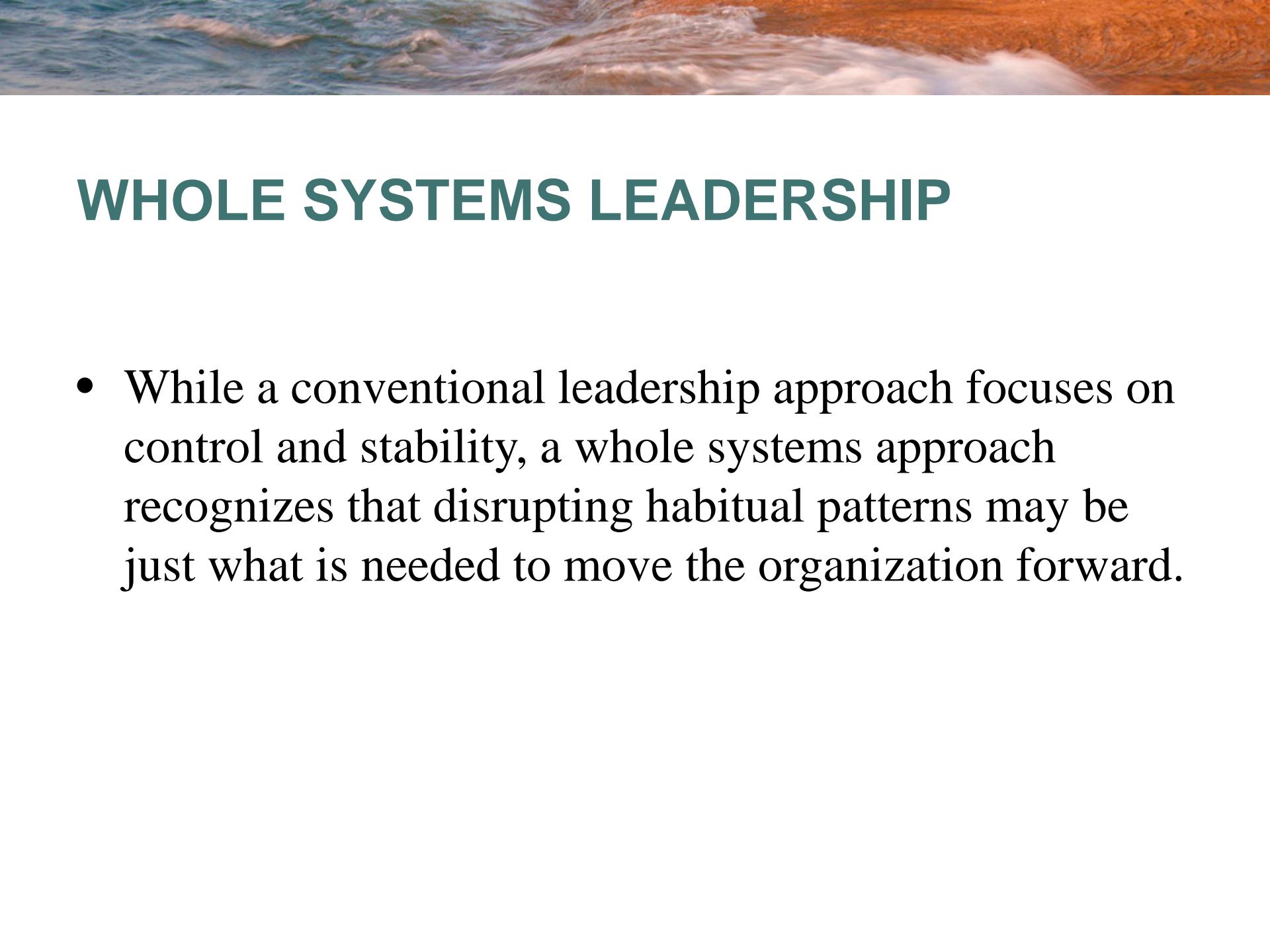




WHOLE SYSTEMS LEADERSHIP

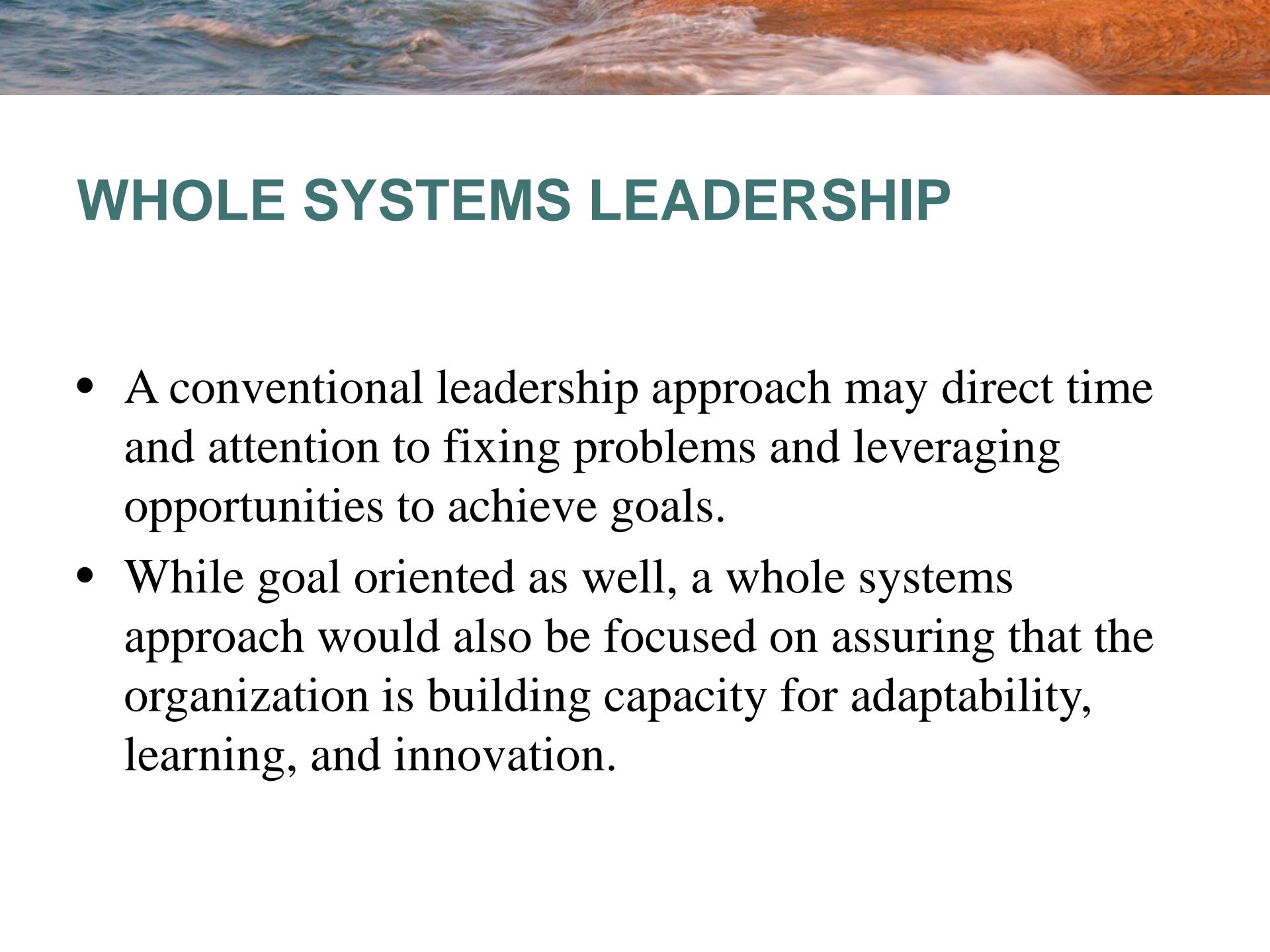
- Leadership is viewed as a behavior that can show up anywhere in an organization. It is not tied to having a role or position of authority.

(Wendy Morris, <https://www.csh.umn.edu/education/whole-systems-healing/whole-systems-leadership2012>)



WHOLE SYSTEMS LEADERSHIP

- While a conventional leadership approach focuses on control and stability, a whole systems approach recognizes that disrupting habitual patterns may be just what is needed to move the organization forward.



WHOLE SYSTEMS LEADERSHIP

- A conventional leadership approach may direct time and attention to fixing problems and leveraging opportunities to achieve goals.
- While goal oriented as well, a whole systems approach would also be focused on assuring that the organization is building capacity for adaptability, learning, and innovation.

NEW COMPETENCIES

Morris et al, Whole Systems Healing
<https://www.csh.umn.edu/education/whole-systems-healing/whole-systems-leadership>



DEEP LISTENING

- Requires suspension of judgment and a willingness to receive new information.
- Listening to learn
- Listening for understanding rather than agreement
- Asking powerful questions



DEEP LISTENING

- Intrapersonal Level – listen deeply to your own interior experience.
- Interpersonal Level – listen without judgment.
- Group Level – engage voices of others.



AWARENESS OF SYSTEMS

- See connections.
- Recognize and influence patterns.
- Living systems are by nature dynamic.
- There is no one generic solution that fits all similar challenges.



AWARENESS OF SELF

- Leadership is not just what you do, it is who you are.
- Your interior condition has a great influence on your communication with others. It is the place from which you operate and the source from which all actions originate.
- Self-awareness is fundamental to leadership.



AWARENESS OF SELF

Changing conditions bring unexpected surprises that often trigger strong emotion. Self-awareness enables you to regulate your emotions and responses. Helps you develop acceptance and openness. Helps you understand what you value and how you perceive the world around you and accept others who may have differing values and views.



SEEKING DIVERSE PERSPECTIVES

- Conflicting opinions do not present a problem but are a potential resource that can sharpen thinking and lead to innovative options.
- Diversity is creativity. Can keep groups honest. Avoid group think. Reveals more about the system.
- By pushing our differences, we can make our similarities even more apparent.



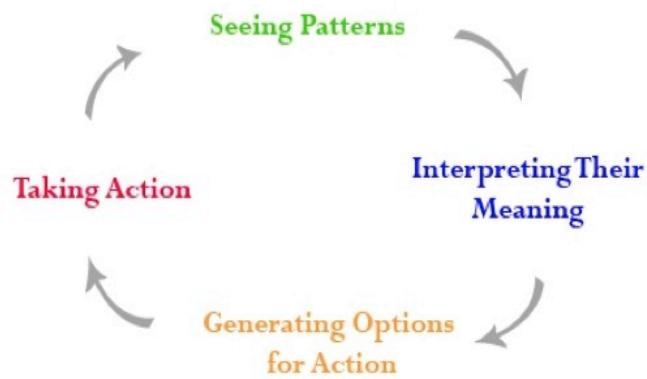
SUSPEND CERTAINTY AND EMBRACE UNCERTAINTY

- Enables you to see beyond your habitual lenses.
- Creates room for diverse views.
- Opens up the space for creative ideas and innovative pathways.
- Helps you avoid pitfalls that come with misguided assumptions.



ADAPTIVE ACTION

- A way of working effectively in changing and unpredictable circumstances.
- Iterative process
- No linear, prescribed sequence of steps.





TAKING ADAPTIVE ACTION

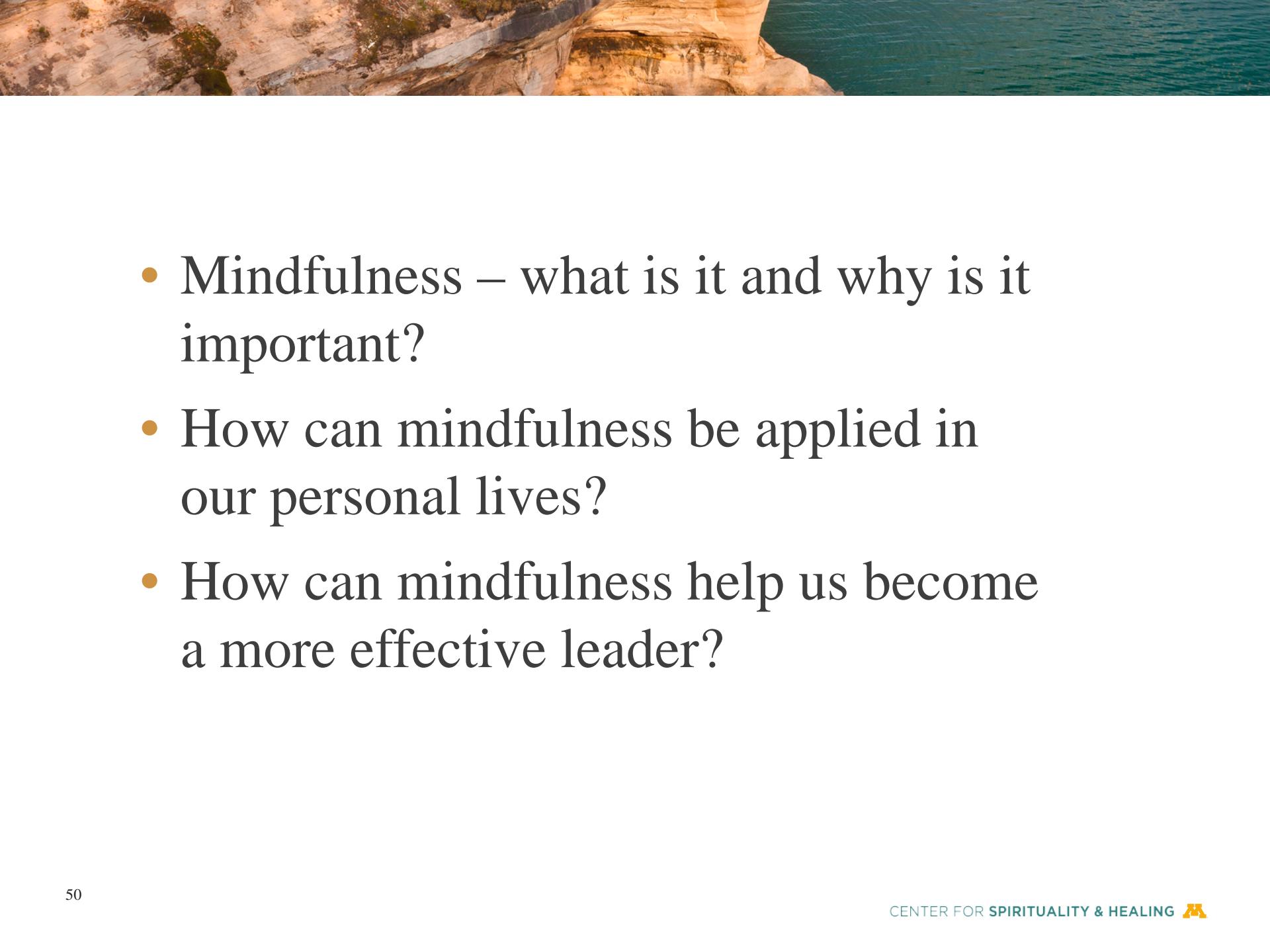
- Adaptive action means learning from everything you do. It means taking time to recognize patterns and reflect on their meaning before jumping to a solution. It balances an inclusive, deep listening approach with a bias towards action.

KEY PRACTICES FOR LEADERS

MINDFULNESS

Being in the present moment, with
a non-judging, non-striving attitude
of acceptance.



- 
- Mindfulness – what is it and why is it important?
 - How can mindfulness be applied in our personal lives?
 - How can mindfulness help us become a more effective leader?

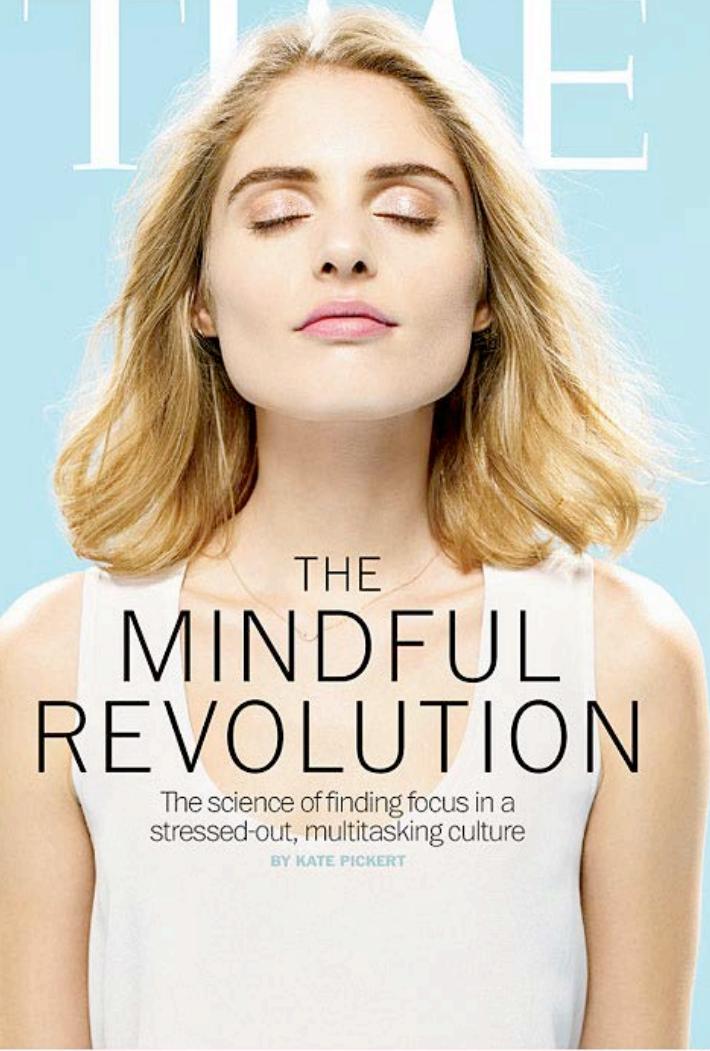


MINDFUL PAUSE

FEBRUARY 3, 2014

Fleeing Syria Photographs by James Nachtwey / Peyton Power / Steve McQueen

TIME



THE
MINDFUL
REVOLUTION

The science of finding focus in a
stressed-out, multitasking culture

BY KATE PICKERT

TIME.COM

October 6, 2015, Vol 314, No. 13 >

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Medical News & Perspectives | October 6, 2015

Exploring the Promise of Mindfulness as Medicine

FREE

Laura Buchholz

JAMA. 2015;314(13):1327-1329. doi:10.1001/jama.2015.7023.

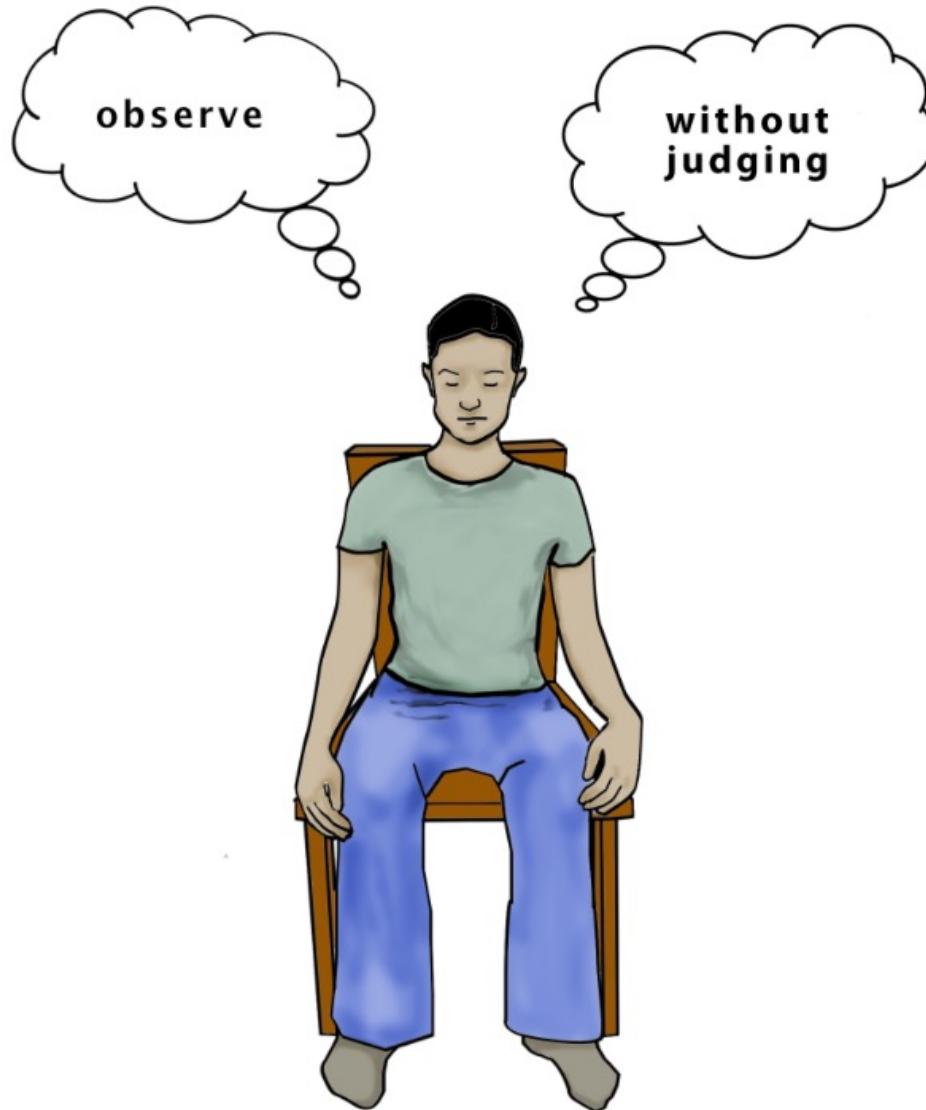
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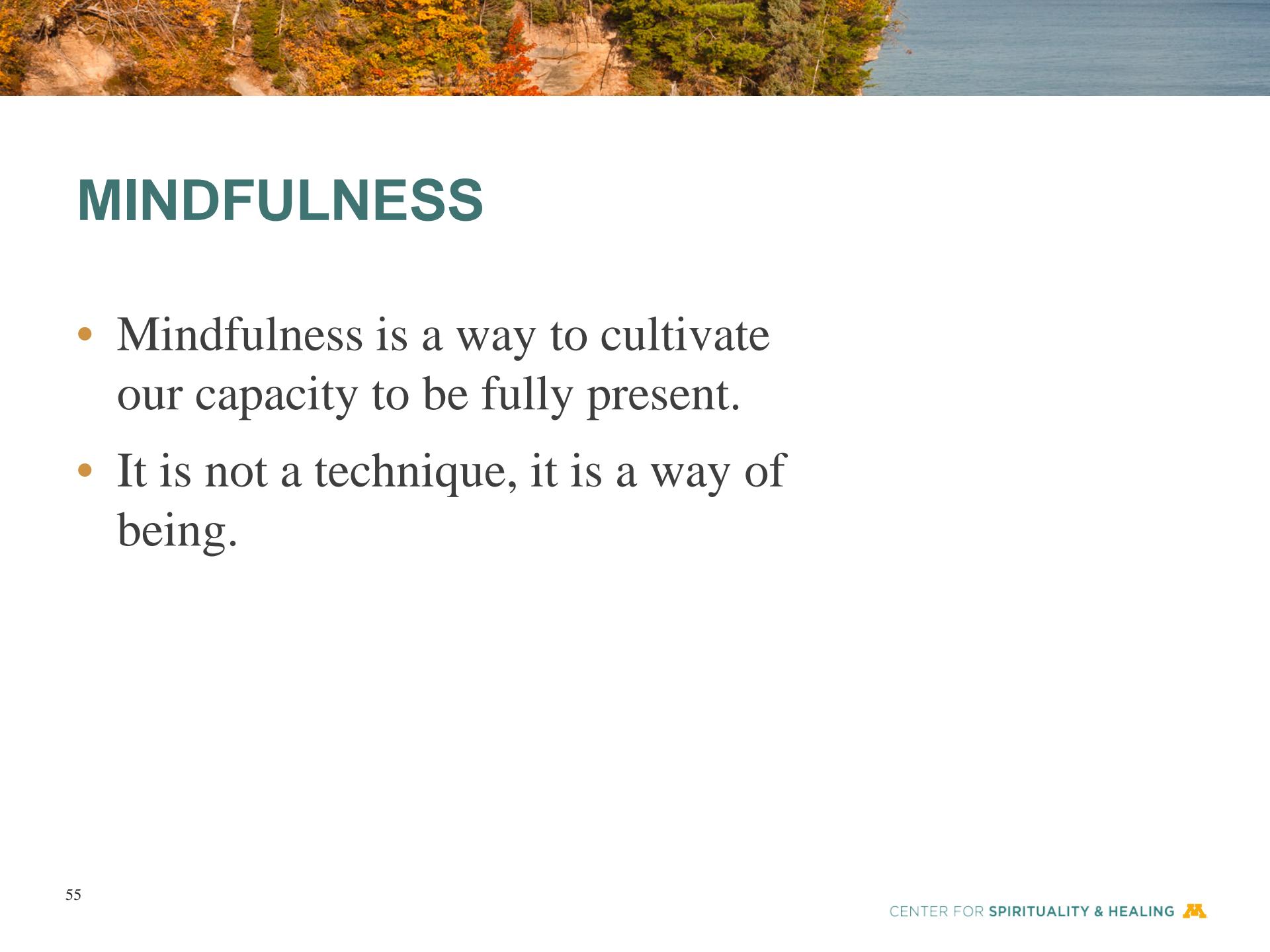
Article

Figures

A new frontier in treatment for mental illnesses and other chronic conditions may not come from pharmaceutical companies, but from within, as mindfulness practices gain traction.

- **Observe what is occurring in the present moment**
(thoughts, feelings, sensations from any of the five senses)
- **Maintain a balanced, non-reactive relationship to whatever is occurring** (an attitude that is non-judgmental, patient, kind)





MINDFULNESS

- Mindfulness is a way to cultivate our capacity to be fully present.
- It is not a technique, it is a way of being.



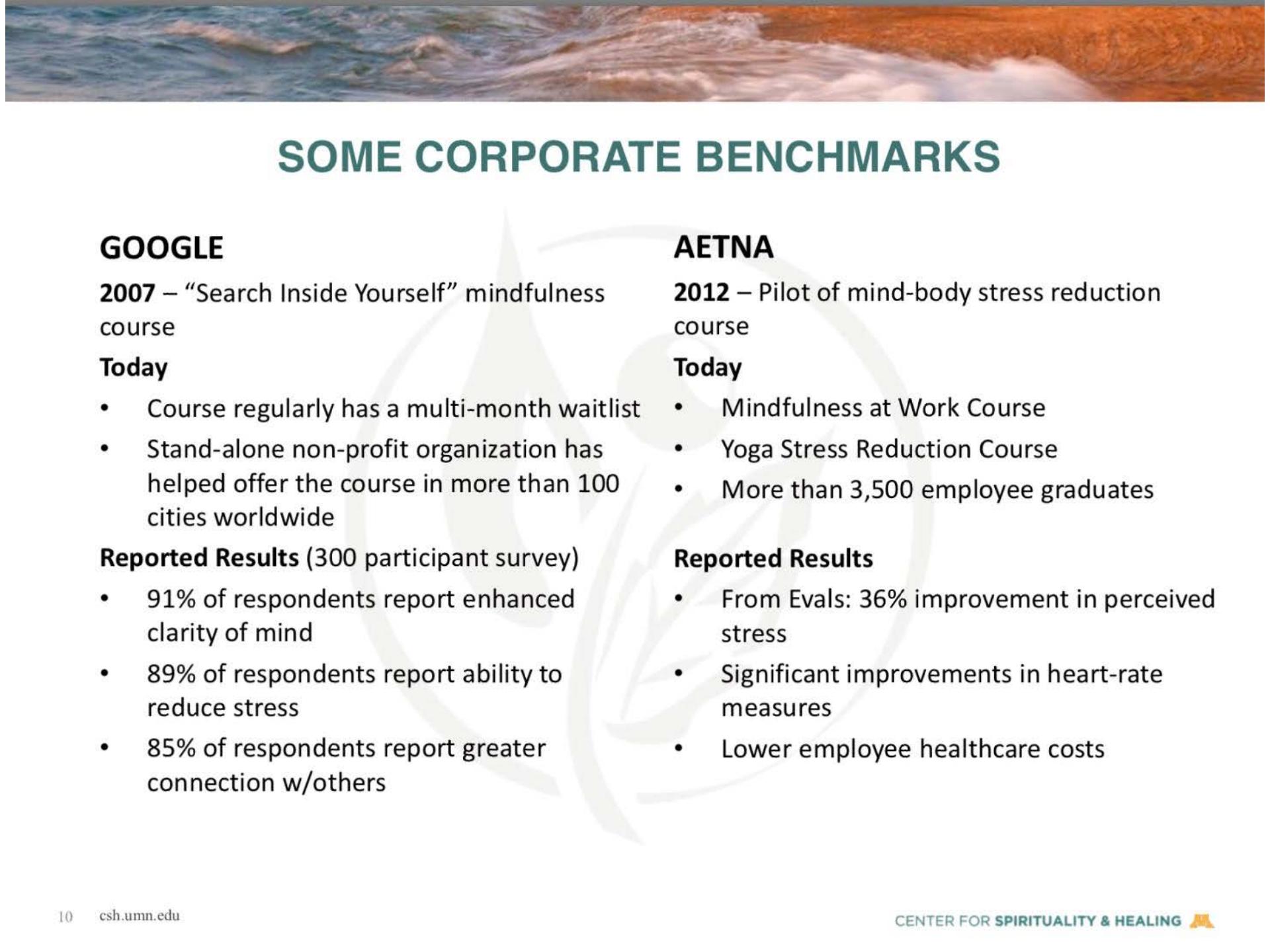
MINDFULNESS

Think about a recent encounter you had with a family member, friend, clerk, work colleaguewere you truly present?



MINDFULNESS

- Business
- Education
- Health Care
- Military



SOME CORPORATE BENCHMARKS

GOOGLE

2007 – “Search Inside Yourself” mindfulness course

Today

- Course regularly has a multi-month waitlist
- Stand-alone non-profit organization has helped offer the course in more than 100 cities worldwide

Reported Results (300 participant survey)

- 91% of respondents report enhanced clarity of mind
- 89% of respondents report ability to reduce stress
- 85% of respondents report greater connection w/others

AETNA

2012 – Pilot of mind-body stress reduction course

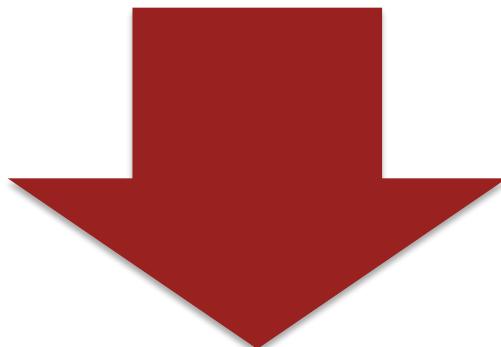
Today

- Mindfulness at Work Course
- Yoga Stress Reduction Course
- More than 3,500 employee graduates

Reported Results

- From Eval: 36% improvement in perceived stress
- Significant improvements in heart-rate measures
- Lower employee healthcare costs

MINDFULNESS: A TOOL AGAINST BURNOUT

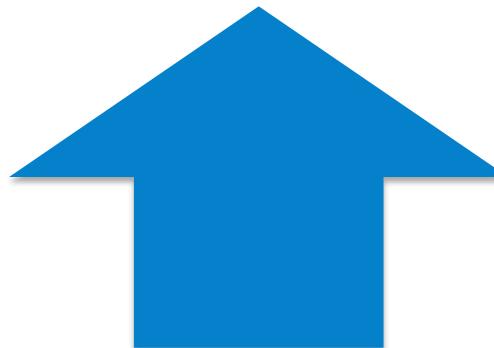


Reclaiming meaning,
connecting with values,
thriving

Wellbeing

Stress

Adapting to and recovering
from work stress



Fostering personal resilience; Enhancing
relationships; Helping to address systemic change



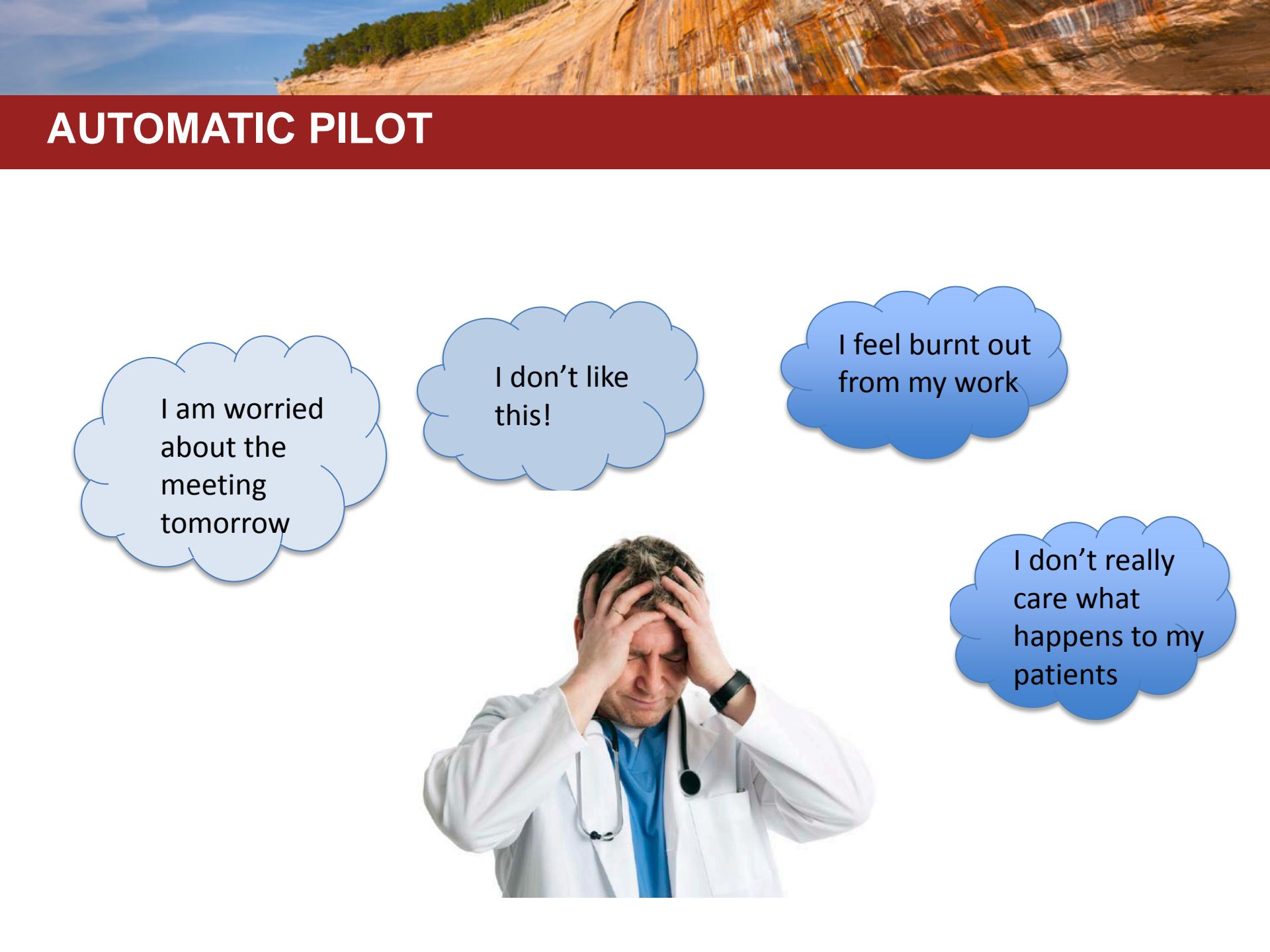
WHY IS BEING MINDFUL SO DIFFICULT?

- We live in a world of multi-tasking with expectations of high productivity.
- We have been conditioned from a young age to live in the future.



breathing in...
...forgot to call doctor...
...oh, thought...
...breathing out...

AUTOMATIC PILOT



I am worried
about the
meeting
tomorrow

I don't like
this!

I feel burnt out
from my work

I don't really
care what
happens to my
patients



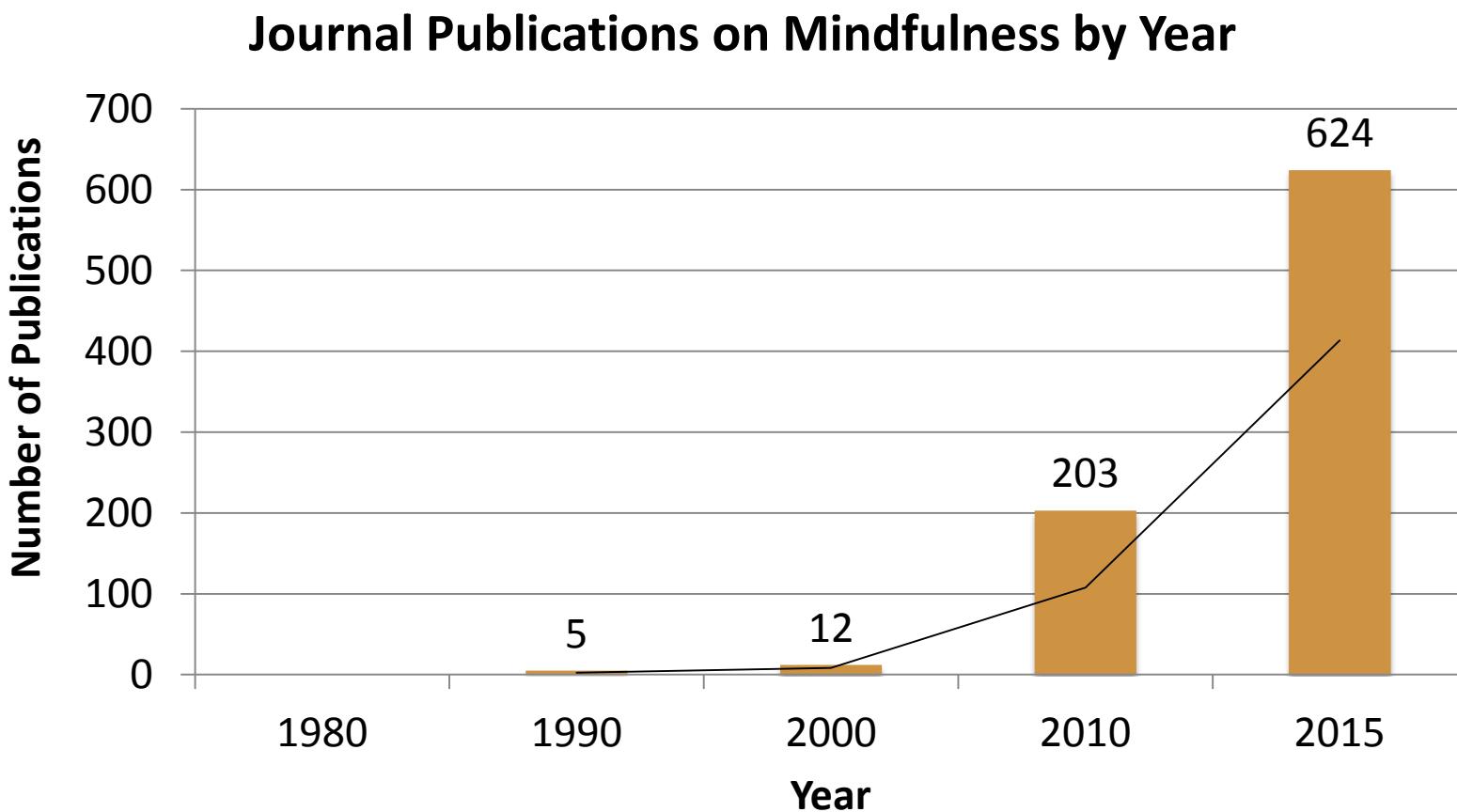
EFFECTIVENESS

As of 2015, 4,000+ scholarly articles

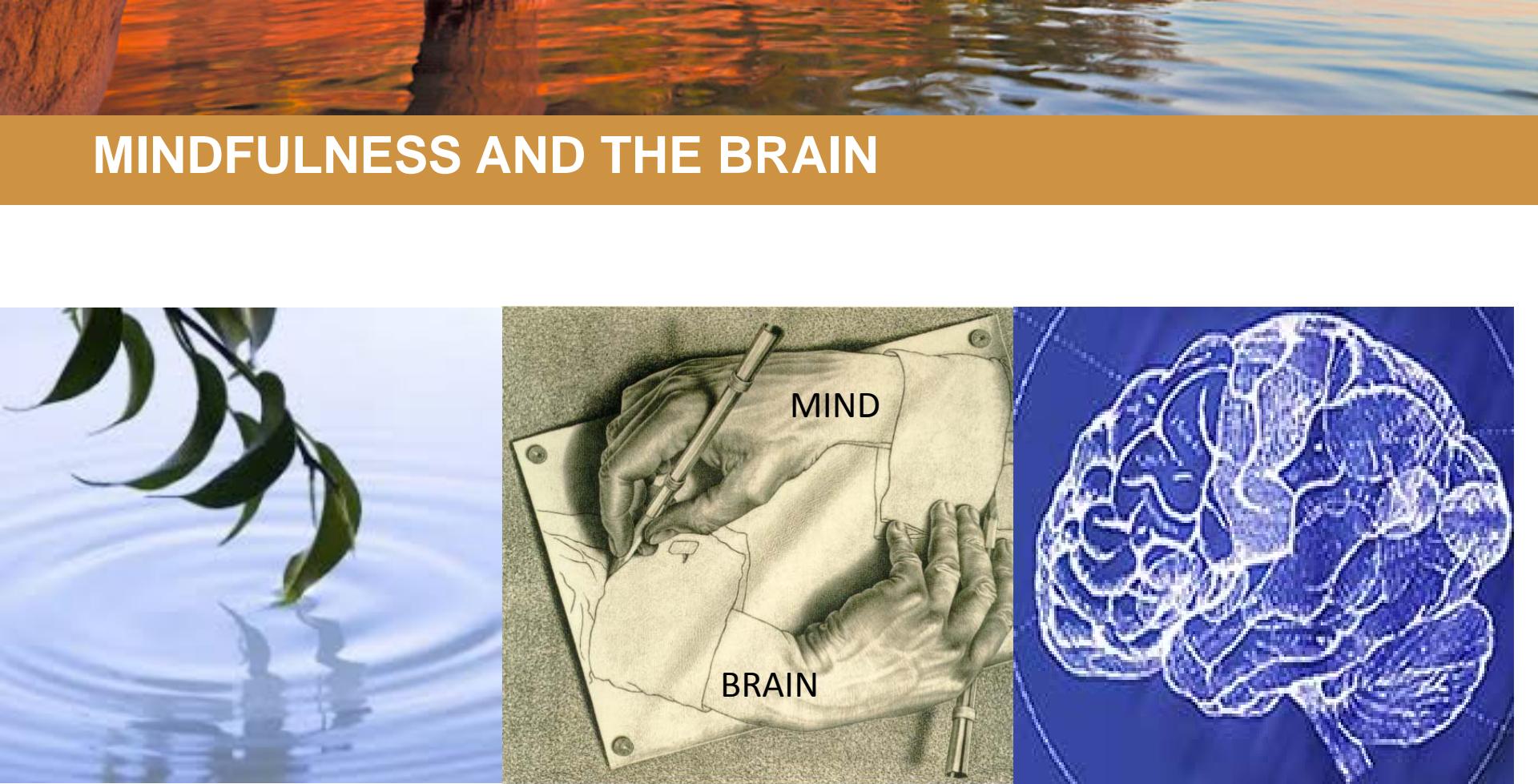
- **Depression, stress and anxiety** – “moderate to robust effect” from meta-analyses and systematic reviews
- **Pain** – “moderate effect” from 2014 review in Journal of the American Medical Association
- **Overall Health and Wellbeing** – improvements in quality of life, physical health, coping and empathy
- **Neurological Changes** – increased grey matter density in parts of brain associated with memory, emotional regulation, self-referential processing and perspective-taking

(de Vibe, M., et al., 2012; Hölzel, B. et al., 2011; Hempel, S. et al., 2014; Goyal, M. et al., 2014)

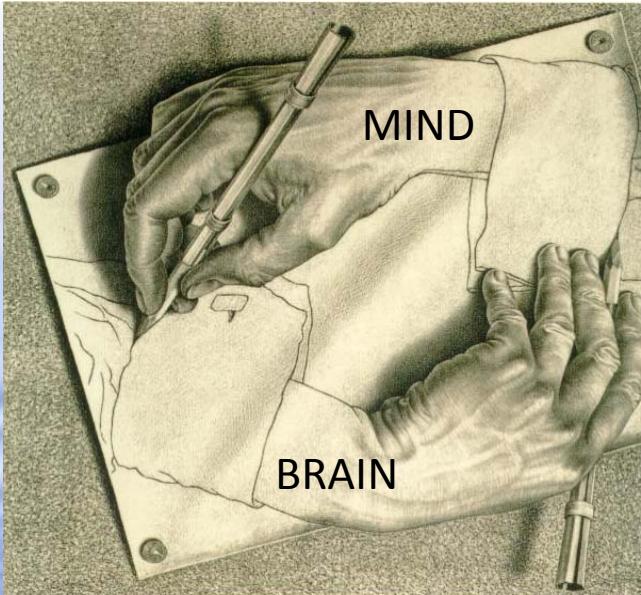
The Growth of Mindfulness Research



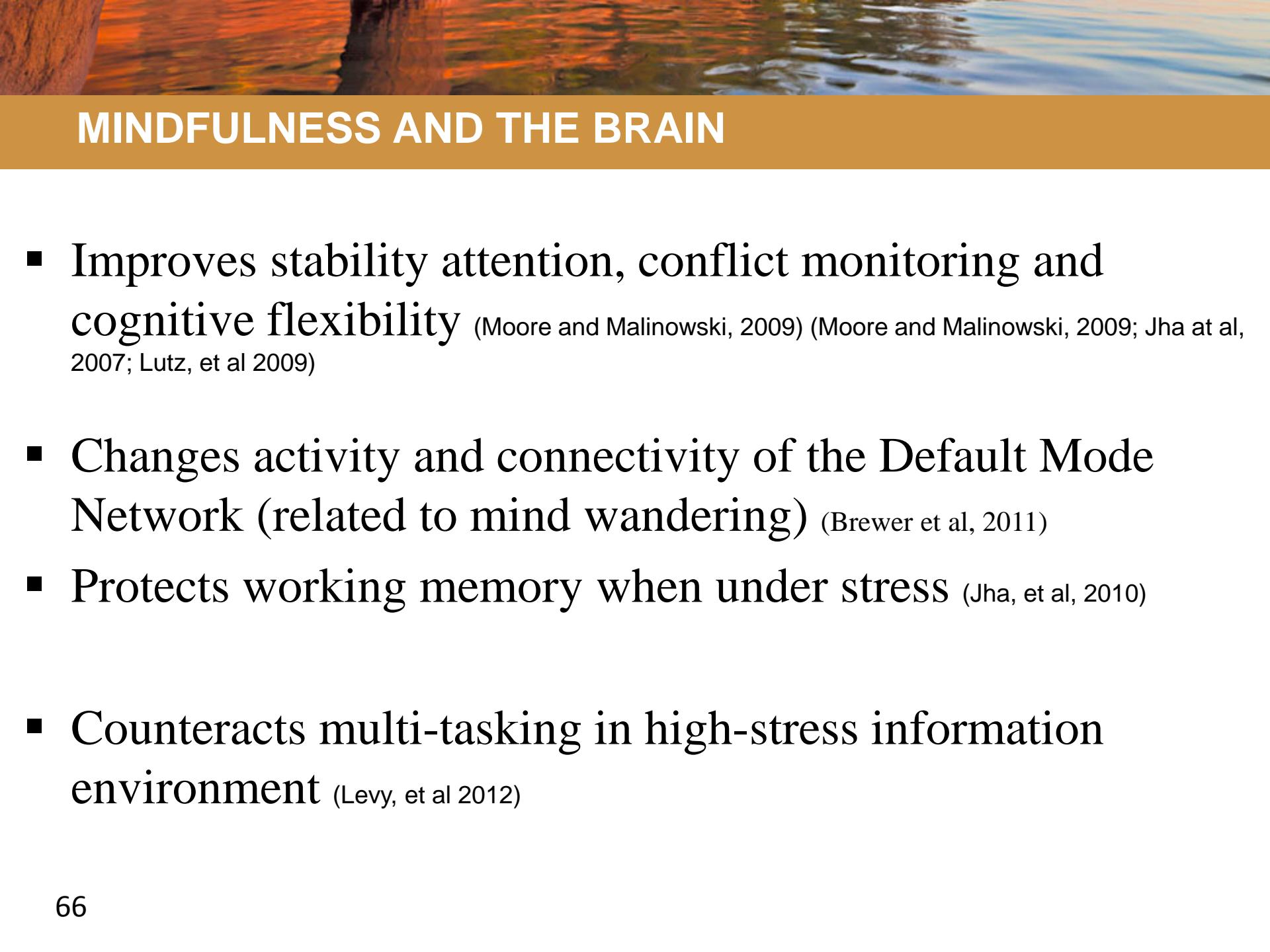
- The field of mindfulness research is young and evolving



MINDFULNESS AND THE BRAIN



Neuroplasticity → Neurological Changes



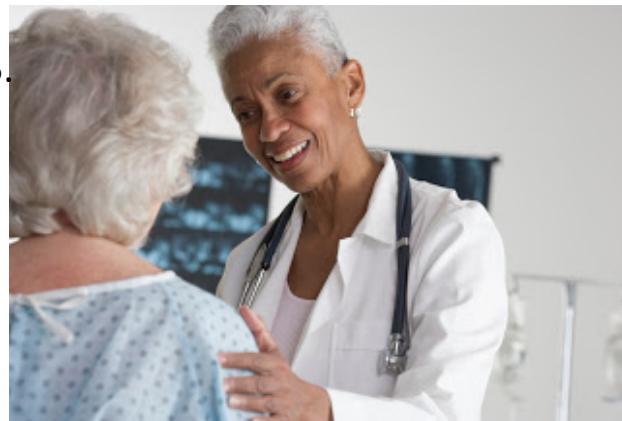
MINDFULNESS AND THE BRAIN

- Improves stability attention, conflict monitoring and cognitive flexibility (Moore and Malinowski, 2009) (Moore and Malinowski, 2009; Jha et al, 2007; Lutz, et al 2009)
- Changes activity and connectivity of the Default Mode Network (related to mind wandering) (Brewer et al, 2011)
- Protects working memory when under stress (Jha, et al, 2010)
- Counteracts multi-tasking in high-stress information environment (Levy, et al 2012)



MINDFULNESS STUDIES WITHIN HEALTHCARE

- Decreased stress, anxiety & depression
 - Decreased compassion fatigue
 - Increased self-care, wellbeing and resilience; Increased self-compassion
 - More patient-centered communication and improved patient satisfaction
1. West, CP et al, The Lancet, 2016.
 2. Irving, JA, et al. Complementary Therapies in Clinical Practice, 2009.
 3. Goodman MJ and Shorling JB. Int J Psychiatry Med, 2012.
 4. Shapiro, SL, et al. International Journal of Stress Management, 2005.
 5. Beach MC et al, Ann Fam Med, 2013.
 6. Dobkin PL and Hutchinson TA. Med Education, 2013.
 7. Escuriex BF and Labbe, EE. Mindfulness, 2011.





MINDFULNESS STUDIES WITHIN HEALTHCARE

(Reprinted) JAMA, September 23/30, 2009—Vol 302, No. 12

Association of an Educational Program in Mindful Communication With Burnout, Empathy, and Attitudes Among Primary Care Physicians

Michael S. Krasner, MD

Ronald M. Epstein, MD

Howard Beckman, MD

Anthony L. Suchman, MD, MA

Benjamin Chapman, PhD

Christopher J. Mooney, MA

Timothy E. Quill, MD

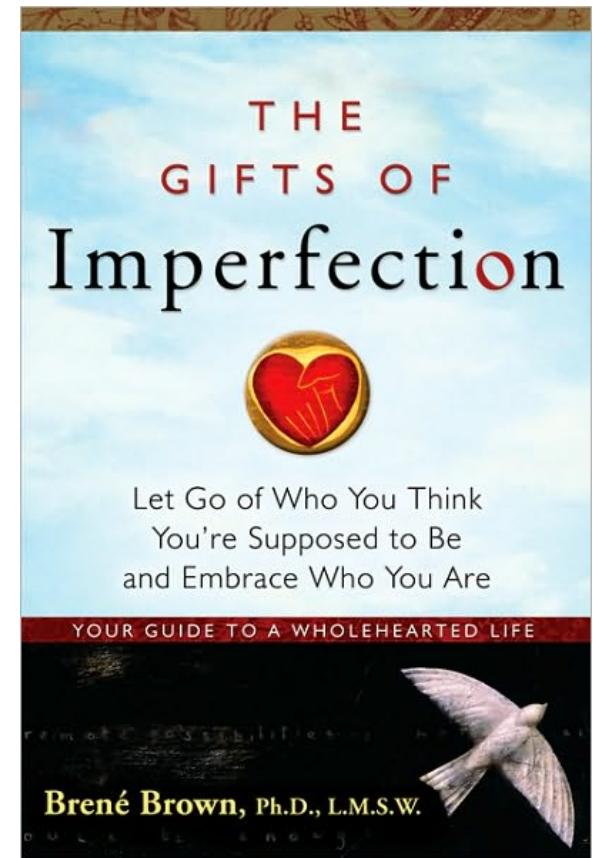
Context Primary care physicians report high levels of distress, which is linked to burnout, attrition, and poorer quality of care. Programs to reduce burnout before it results in impairment are rare; data on these programs are scarce.

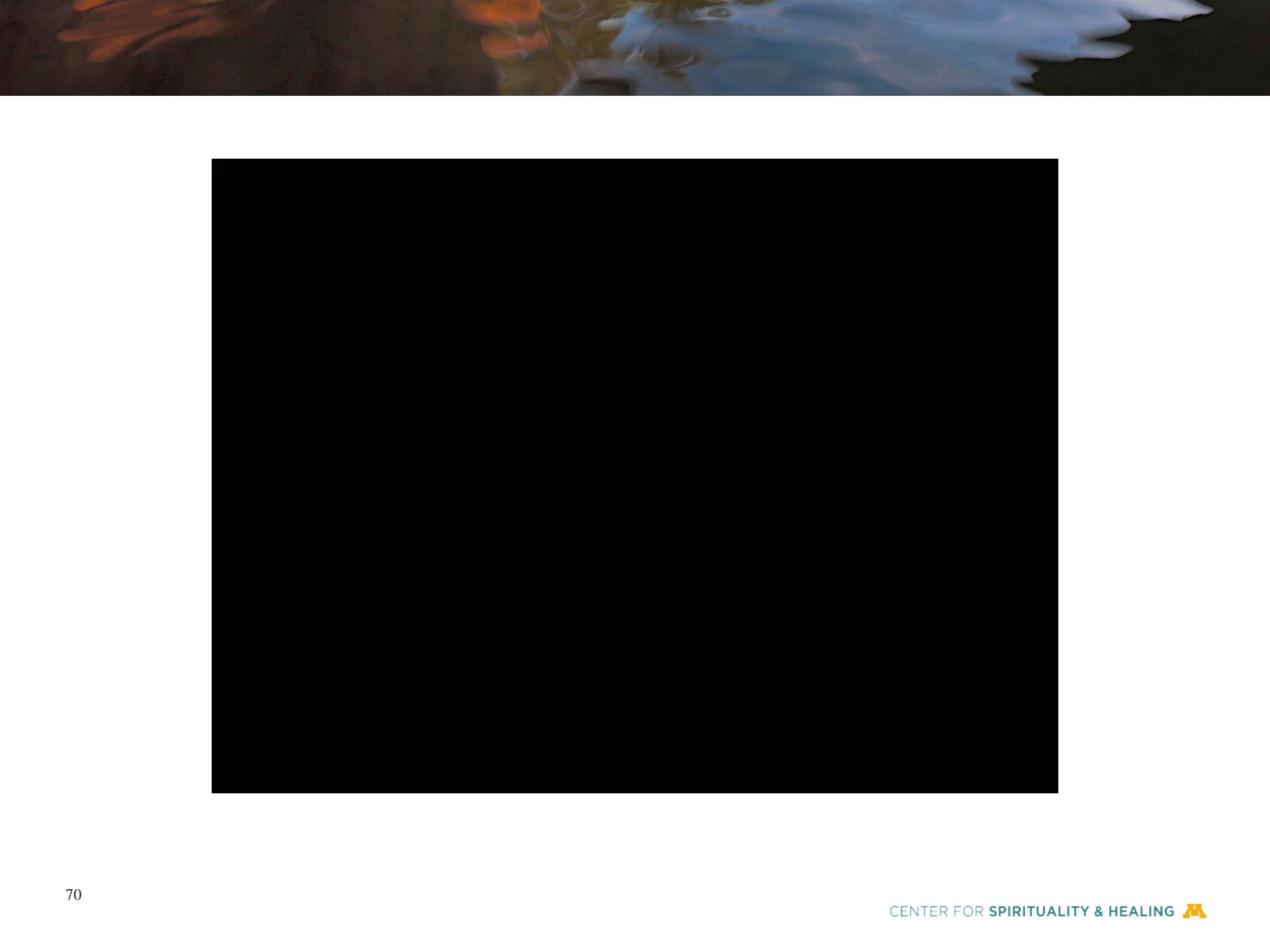
Objective To determine whether an intensive educational program in mindfulness, communication, and self-awareness is associated with improvement in primary care physicians' well-being, psychological distress, burnout, and capacity for relating to patients.

Design, Setting, and Participants Before-and-after study of 70 primary care physicians in Rochester, New York, in a continuing medical education (CME) course in 2007–2008. The course included 16 hours of didactic instruction.

KEY PRACTICE: VULNERABILITY

- Strength
- Resource
- Core, heart and center of meaningful human experience.
- Leaning into gratitude







POSITIVE EMOTIONS

- Changes the scope and boundaries of the brain.
- See new possibilities.
- Opens our minds and hearts, making us more receptive and creative.
- Shifts the work environment.

"Barbara Fredrickson is the genius of the positive psychology movement."
—MARTIN E. P. SELIGMAN
author of *Authentic Happiness*

POSITIVITY

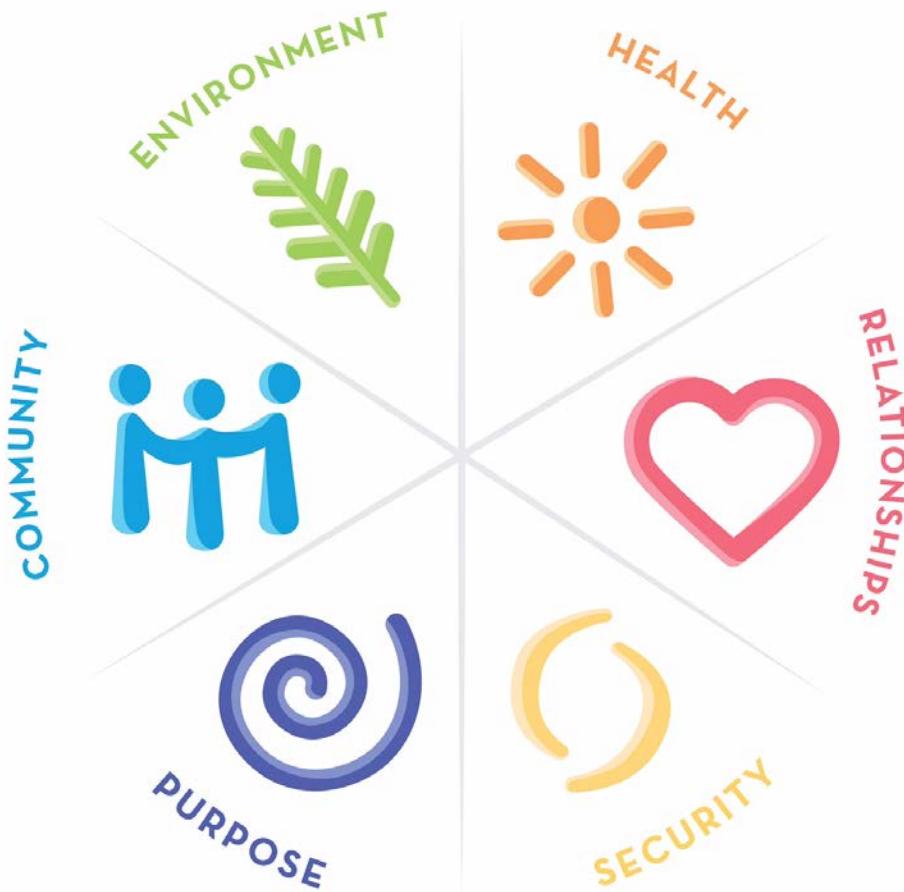
Groundbreaking Research Reveals
How to Embrace the Hidden Strength
of Positive Emotions, Overcome
Negativity, and Thrive

BARBARA L. FREDRICKSON, PH.D.

KENAN DISTINGUISHED PROFESSOR, UNC-CHAPEL HILL,
AWARD-WINNING DIRECTOR OF THE PEP LAB



WELLBEING



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www.takingcharge.csh.umn.edu

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Created by the Center for Spirituality & Healing and Charlson Meadows.

TAKING CHARGE OF YOUR HEALTH & WELLBEING

Tips for change Health conditions Glossary Our experts About us

ENHANCE your wellbeing NAVIGATE the healthcare system EXPLORE healing practices



ADVANCE YOUR WELLBEING
through integrative health and healing
Learn, engage, act

TIPS for Change

- 1  How to Get Younger and Grow Healthier: An Interview with Dr. Michael Roizen
- 2  Daring to be Vulnerable with Brené Brown
- 3  How to Meditate with Sharon Salzberg
- 4  Small Steps to Big Change: An Interview with Tom Rath

more tips +

ENHANCE your wellbeing

  
health relationships security

  
purpose community environment

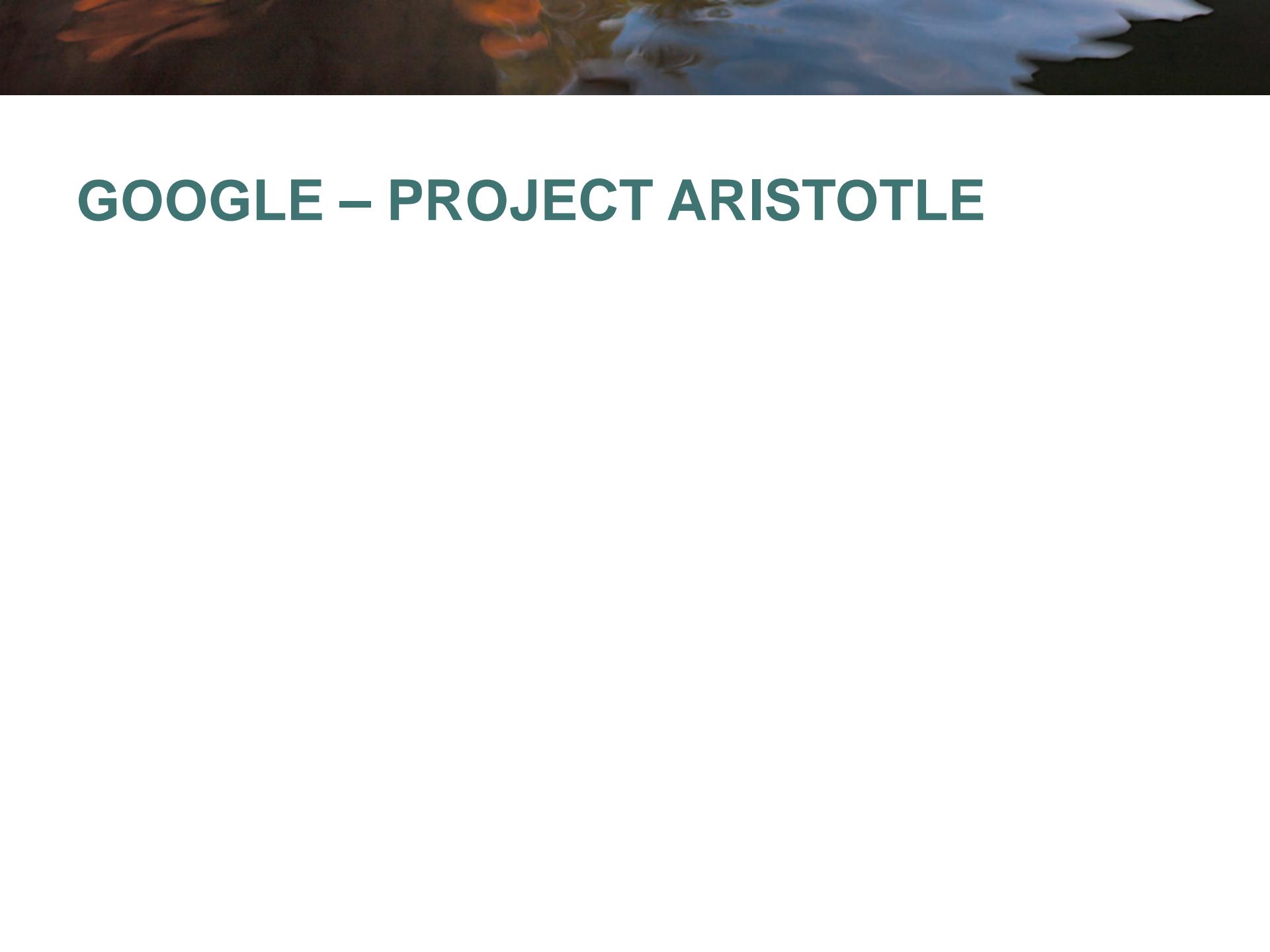
The Wellbeing Model
Illustrates the principles behind wellbeing.
[learn more +](#)



? How's your overall wellbeing?

HEALING PRACTICES a-z about healing practices +

CENTER FOR SPIRITUALITY & HEALING 



GOOGLE – PROJECT ARISTOTLE



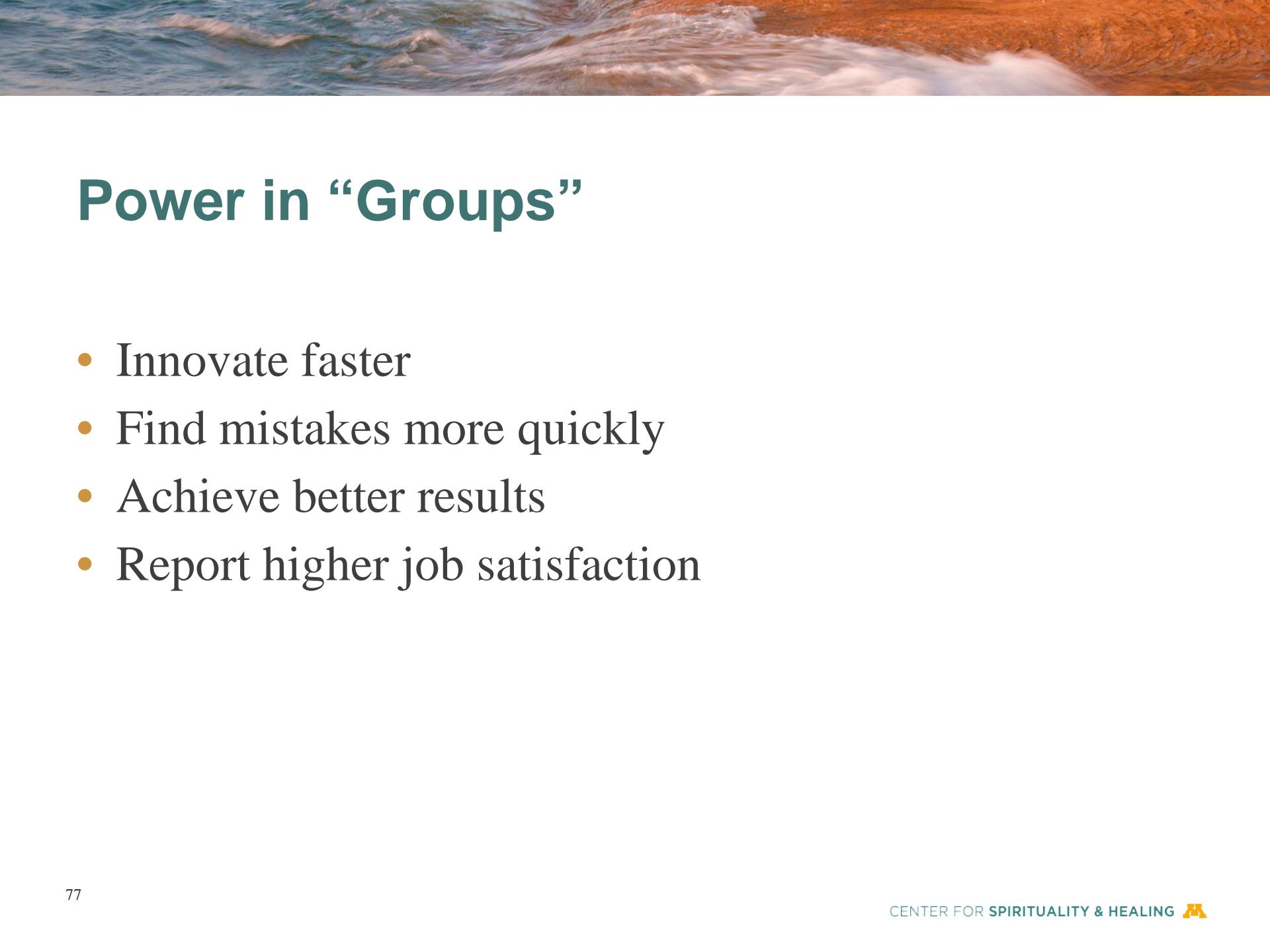
Illustrations by JAMES GRAHAM

Illustration by James Graham

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

By CHARLES DUHIGG FEB. 25, 2016



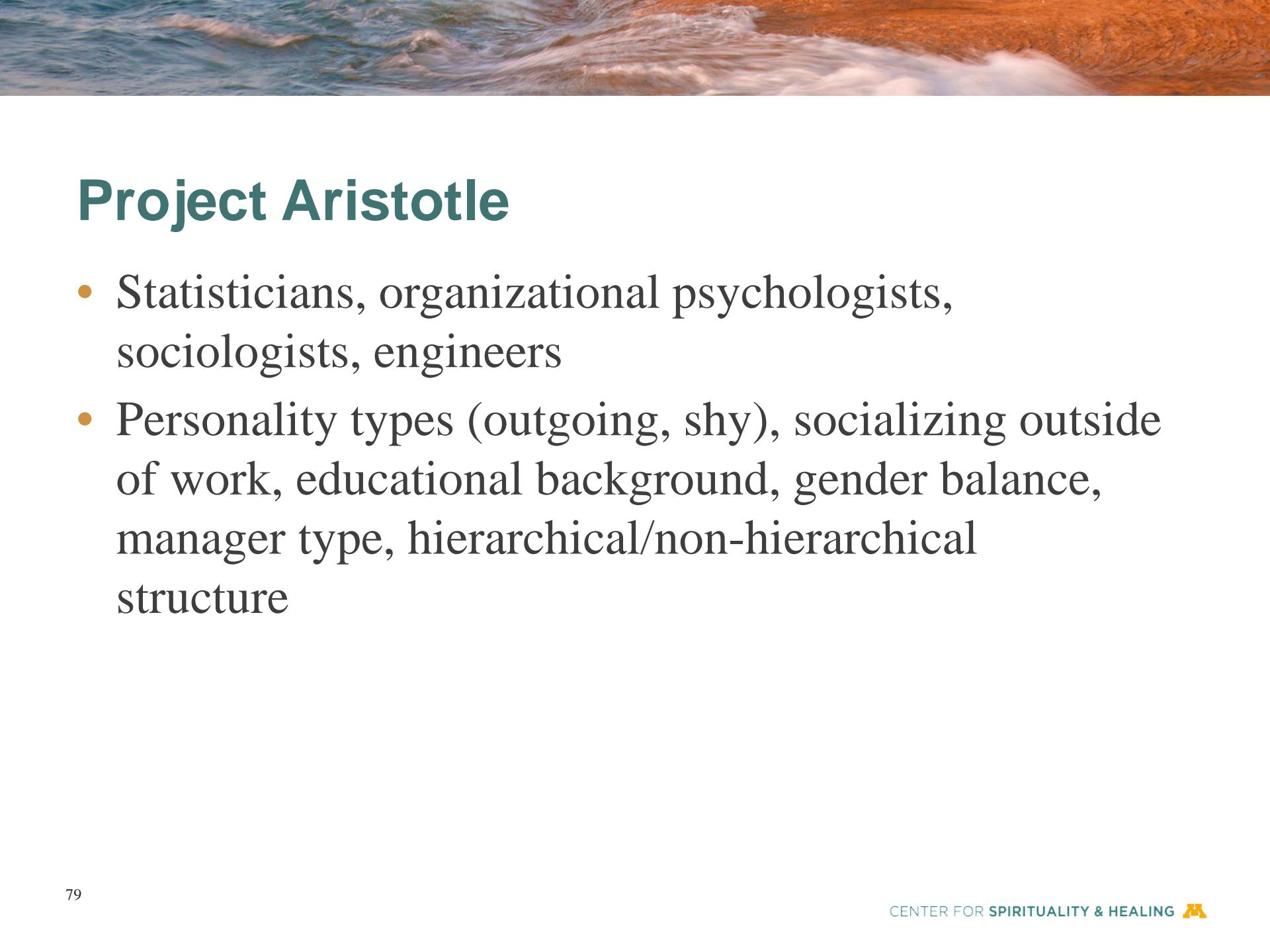
Power in “Groups”

- Innovate faster
- Find mistakes more quickly
- Achieve better results
- Report higher job satisfaction



Google's Quest for the “Holy Grail” Project Aristotle

- Long term belief – best teams were formed by the best people.



Project Aristotle

- Statisticians, organizational psychologists, sociologists, engineers
- Personality types (outgoing, shy), socializing outside of work, educational background, gender balance, manager type, hierarchical/non-hierarchical structure



Google's Quest for the “Holy Grail” Project Aristotle

- Most productive employees build larger networks by rotating dining companions.
- Best managers share traits of good communication and avoidance of micro-managing.



What Mattered the Most?

KINDNESS

GENTLE ACTION

- Small changes can have large effects.
- Turbulent systems may be very sensitive to change. Stable ones are highly resistant.
- Great power – small, collaborative and highly coordinated actions.

(David Peat, 2005)





References and Resources - Websites

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<http://www.alanbriskin.com/>

Community Arts

<http://www.communityarts.net>

Corporation for Positive Change:

<http://www.positivechange.org/>



References and Resources - Websites

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<http://www.highlandercenter.org/>

Human Systems Dynamics

<http://www.hsdinstitute.org>

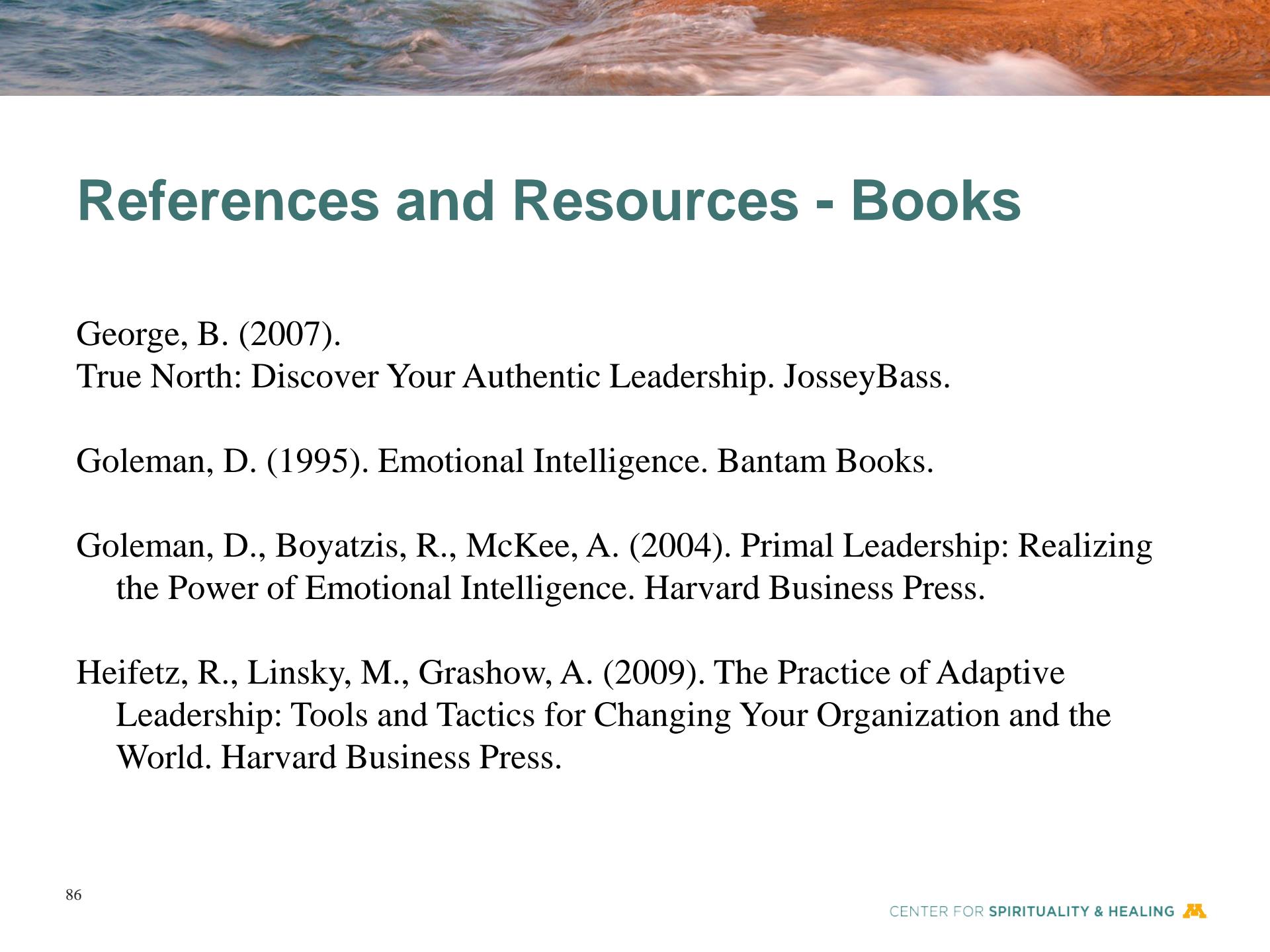
Positive Deviance

<http://www.positivedeviance.org>



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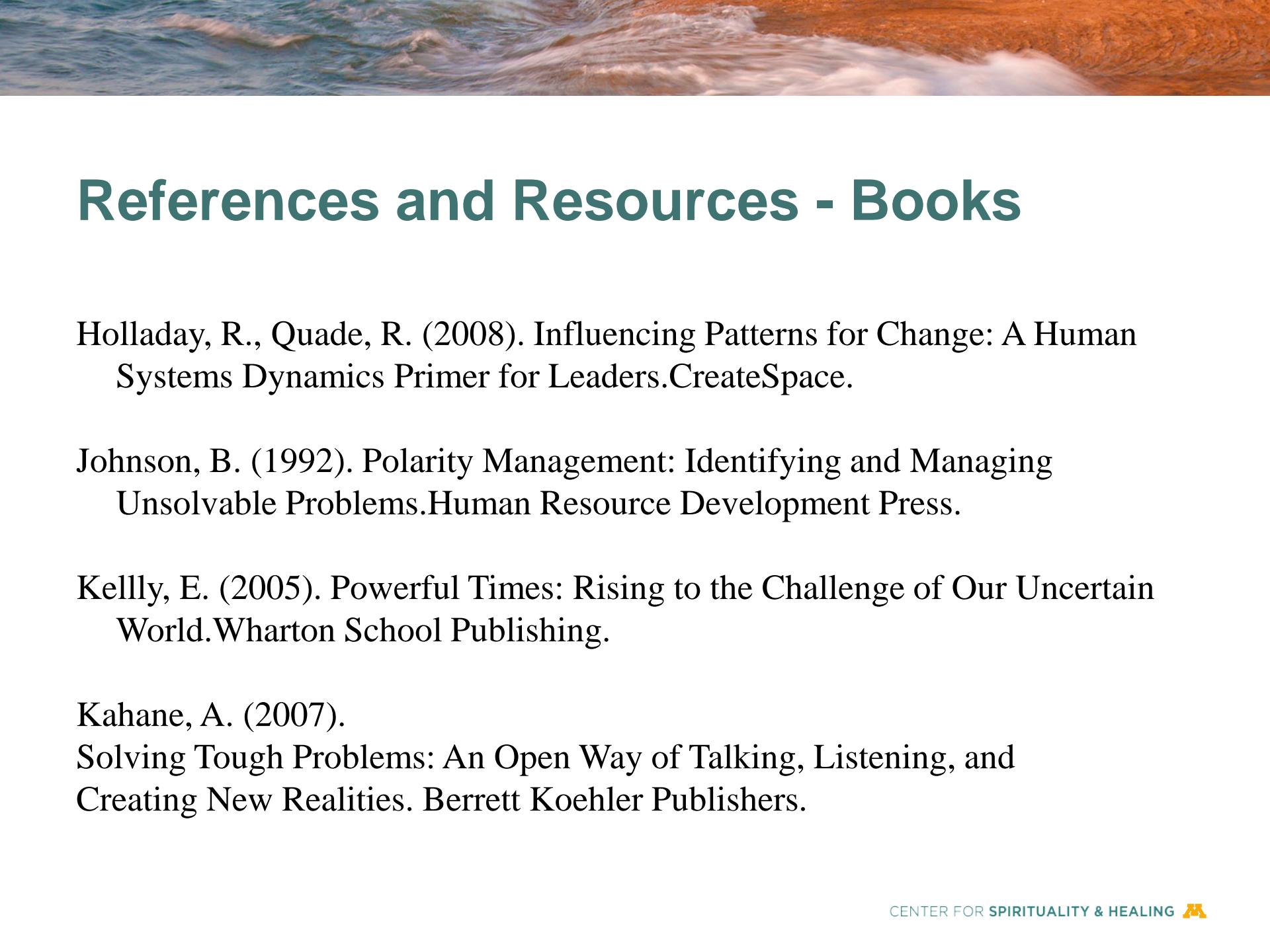
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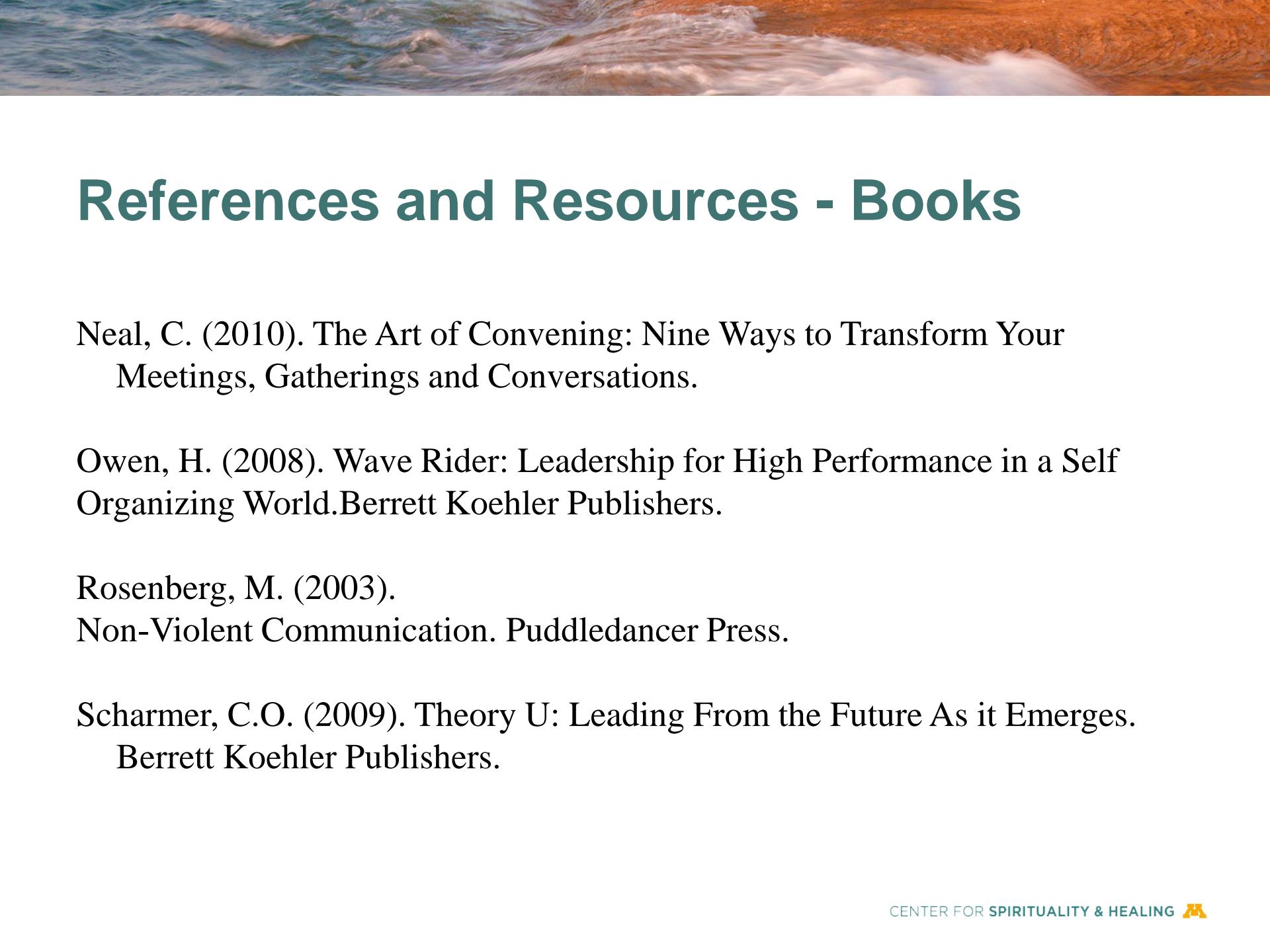
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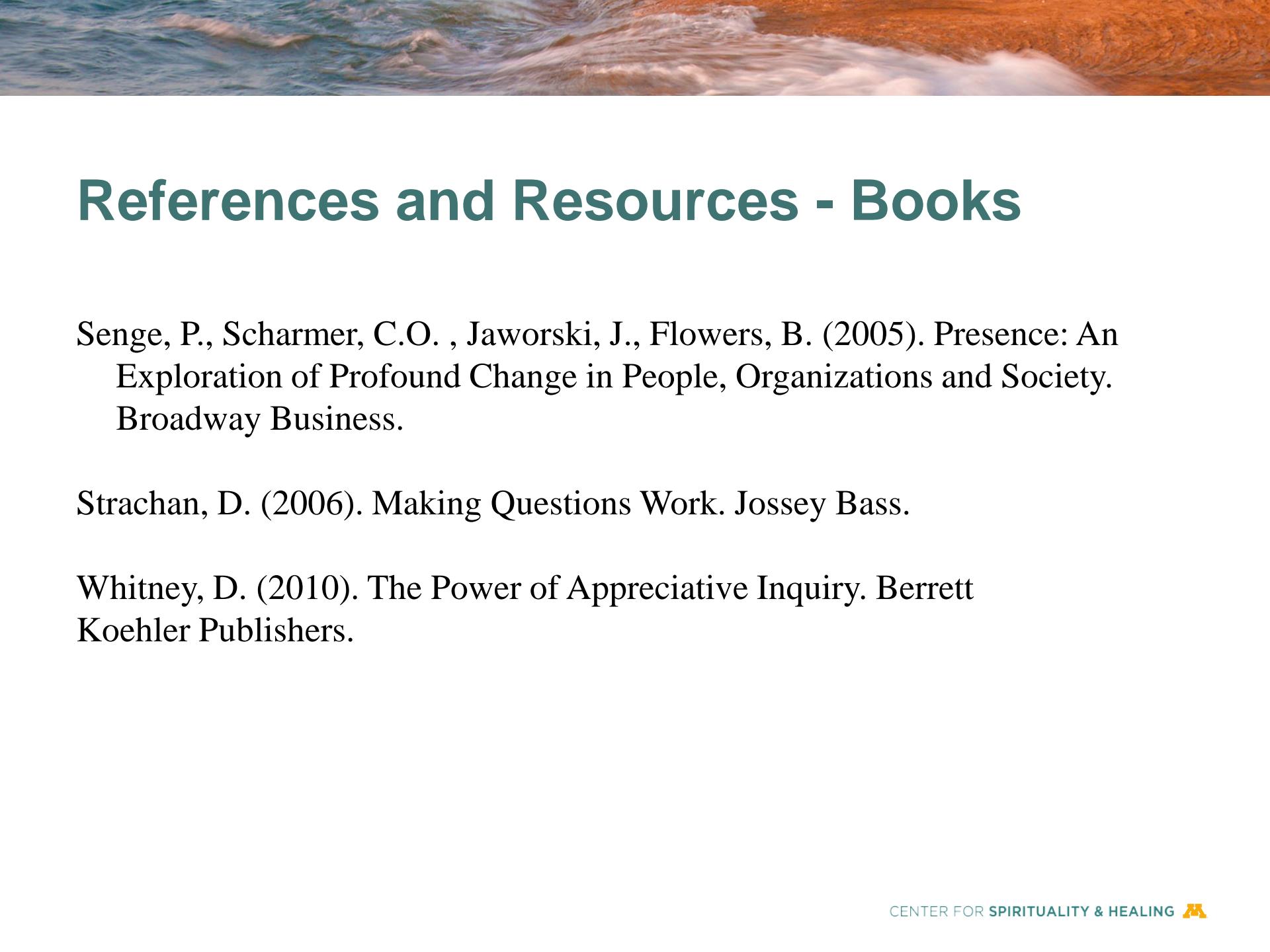
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A photograph of a large, dark pine tree standing on a rugged, layered rock formation. The rock has a distinct horizontal banding and a flat top where the tree is rooted. The scene is set against a clear blue sky at sunset, with warm orange and yellow light illuminating the rock's edges and the base of the tree.

QUESTIONS?