



Learning Triad - Deliberately Developmental

"We uncovered a phenomenon we call "the immunity to change," a heretofore hidden dynamic that actively (and brilliantly) prevents us from changing because of its devotion to preserving our existing way of making meaning."

- Robert Kegan, Immunity to Change

What is this?

This is a learning triad support tool, to help each other to be deliberately developmental. To continuously support each other to grow in alignment with our leadership intention, by recognizing the resistance we experience when examining the leadership shifts we want to make to align with our intention.

How to...

1. Identify your leadership Intention

- How do you view leadership?
- What is important for you as a leader?
- What do you want to enable for the ones you lead?

From the reflections on the questions above, form your leadership intention.

"My intention as a leader is to to enable "

2. Identify one behavioral shift:

To align with your leadership intention:

- Identify ONE leadership behavior you want to do LESS of.
- Identify ONE leadership behavior you want to do MORE of.

(If you're having a hard time identifying behaviors, identify something you want less of, and more of, and get support from your triad to shape the behaviors. A behavior is something you do, an intervention. Or something you DON'T do. Think of it as something that can be recorded on film or audio.)

3. Together explore your longing in your leadership intention

Explore your longing in an inquiry with your triad

(In an inquiry, one person [Inquirer] ask the other [responder] the same question repeatedly for 2 or 3 minutes. The other responds with what comes up. An inquiry is NOT a dialogue. The inquirer only asks the question, again and again. The responder answers. This is a simple and powerful way to dig beneath the immediate, obvious responses.)

Inquiry (use a timer)

1 minute; Connect:

- First – take a deep breath. Let go of the daily stress and let your mind calm.
- Decide who starts being inquirer, responder and 3rd person.
- The third person will hold space, and reflect what he/she experienced after the inquiry.
- Spend 30 seconds together in silence, sensing into your field of presence. (YES! Do it. It may feel awkward, but it does matter. <3)

30 sec: Responder Share:

- Responder : Share your leadership intention out loud.

2 or 3 minutes : Inquiry

- [Inquirer] : With your leadership intention. What do you long for?
[Responder] : Respond.
[Inquirer] : Thank you. With your leadership intention. What do you long for?
[Responder] : Respond.
.... And repeat until the timer rings

30 seconds of silence

- In 30 seconds of silence, as responder sense into your longing.

1 minute: share

[Third person] : Share: "What I experienced in myself listening to you was... "

Thank each other. Switch roles.

4. Together, explore your resistance in doing less and more

Explore your resistance in an inquiry with your triad.

Inquiry (use a timer)

1 minute: Connect

- First – take a deep breath. Let go of the daily stress and let your mind calm.
- Decide who starts being inquirer, responder and 3rd person.
- Spend 30 seconds together in silence, sensing into your field of presence. (YES! Do it. It may feel awkward, but it does matter. <3)

30 sec: Responder Share:

- Responder : Share: I want to do less of ..., I want to do more of ...

2 or 3 minutes

- [Inquirer] : Doing less of, and doing more of, What are you afraid of?
- [Responder] : Respond.
- [Inquirer] : Thank you. Doing less of, and doing more of, What are you afraid of?
- [Responder] : Respond.
- And repeat.

30 seconds of silence

- In 30 seconds of silence, as responder sense into your fear.

1 minute: share

[Third person] : Share: "What I experienced in myself listening to you was... "

Thank each other. Switch roles.

Note your fears, surfacing in the inquiry. By recognizing these fears, accepting that they are there you can start to challenge them. (We will come to that later).

5. Further explore your fears

You may want to further explore your fear awakened when you think of doing less of ... and doing more of... Using the developmental psychology (patterns all humans share), we can examine our fears a bit more.

FEAR of...



- ...not being able to make enough difference for the many
- ...what to see when you look into yourself, ...not fitting in this system
- ...not being enough, ...not living up to own / others' standards, ...not delivering / performing / developing / growing / advancing, ...not having enough time, ...loosing your formal power
- ...failure, ...being wrong, ...not knowing, ...showing yourself vulnerable, ...not creating the perfect solution, ...not having enough data, ...loosing your power of being an expert
- ...being alone / being excluded, ...not complying with norms
- ...conflict with in-group, not having a strong WE, ...loosing informal power
- ...not being safe, ...losing power / being over-powered,
- ...not being in control, ...not getting your way

Note your fears, surfacing in the above reflection. By recognizing these fears, accepting that they are there you can start to challenge them. (We will come to that later).

6. Start experimenting, challenge your fear, in action – inquiry

By recognizing your fears, accepting that they are there you can start to challenge them.

Now is the time to start. Not tomorrow. Not next week. Now!

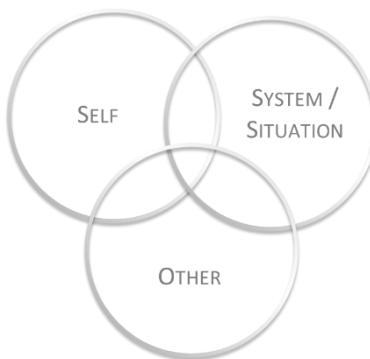
Start to act and inquire into your internal response to that. Meet your fear, and let go of it.

Help each other to define learning experiments.

- Intention:
 - Revisit your leadership intention. Feel it!
 - Revisit the behavioral change you want to do.
- Action
 - Find a way to do less of and do more of ... in a small setting. And DO it! Now!
- Reflection:
 - Sense into your fears, identified above. When are they awakened? How?
Stay with the fear. Don't act on it, but let it be there. Recognize it.
 - Reflect on the outcome of the action. Is it in line with your intention.
 - What were the flow of events? The patterns and structures? How did the relations shape?
- Learning:
 - How do you determine what is true? On what foundations, truths and "maps" does your universe rest?
 - What of these assumptions are ready to be questioned? To be challenged?

7. Additional reflection in the SOS

If you want to, use the SOS to reflect on enablers and disablers for your shifts:



SELF:

Is what you just did, in the steps above...

OTHER:

What culture and / or structure do you have in your group / in other groups you are part of supporting you in, or preventing you from, shifting?

SYSTEM:

What culture and / or structure do you have in your system supporting you in, or preventing you from, shifting?

POSTLUDE

Retrospective & Celebration

Regularly (e.g. every 3 weeks), hold a retrospective, to capture the learnings. The tool “Team retrospective” is a relationally oriented one, that give great effect not only on relations and building psychological safety, but also in the long run on team performance

And... don't forget the celebration part.

Share and get inspiration from larger community

How can you share get inspiration from your larger community?

... and repeat

And repeat! Working with ONE behavior at a time WILL enable you to align with your intention. And also enable you to be agile in what to work with next.