

Welcome!

This collection is for you
to help evolve and deepen your
awareness as individual, team and
organisation

We took this photo the first time we walked Camino Frances. It is taken on the very first day, up in the Pyrenees on a break. A pause to soak in a moment never returning. A pause to rest, reflect, enjoy the astonishing view of the path we had just walked and to eat some of the local cheese we bought along the way, to gain strength for the rest of the day. What was lying ahead of us, we did not know, and we looked forward to that not knowing with intense anticipation. What was lying behind us, we held in love and gratitude. All meetings, all struggles, all beauty.

This photo, and the story that comes with it is a representation of life. What lies ahead of us, we do not know. What lies behind us we cannot change. And all we have is this current moment. And it is our choice to soak it in. To live here and now. Or not. As on a pilgrimage, we all need pauses to rest, reflect and gain strength. Pauses that make us grow. Pauses that make us really move.

In this Evolutionary Practices Collection, we have gathered the practices we find useful for these pauses. Pauses to grow. Pauses to move. Alone, or together.

We have gathered practices that we use ourselves. In our lives and in our work. Practices that attendees from our programs use in their life, and in their work. Practices to deepen your self awareness, to explore together in a triad, to shape connection in any group, to shape a team or organisation in a post heroic way. This may be a starting point. But we note people using any practice for any of the purposes. So please explore, and experiment.

What we know, by experience, is that the practices in this collection will open up for growth. From the inside out. Growth that will make life more lively. That will make relations closer, deeper. Both the one to yourself and to others.

We hope you will enjoy them. And make some of them your own. Please reach out if you want to.

In Love and Presence

Karin Hamrin & Niklas Lindhardt

Life as a mirror

The structure and disposition of this collection

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

It starts with you.

In the temple [Temple of Apollo](#) at [Delphi](#), where the oracle of Delphi lived, three [maxims](#) are known to have been inscribed. The first one was:

Know thyself – "by far the most significant of the three maxims, both in ancient and modern times". Your life is about you. In order to lead it in the most enjoyable way, it helps to know yourself. And to be curious to open the many doors inside leading to your hidden secrets. It all starts with you. With me. And when we meet as ourselves, unmasked, wonders happen.

We also begin this collection with the section for yourself. Because our experience is just the same. Everything starts with ourselves. And when we are curious to understand and meet ourselves, we can truly meet and try to understand others.

The following section is designed for triad (or pair) exploration. Seeing ourselves through the eyes of another is a powerful way to get deeper. Also, putting into words what I see in myself holds transformative power in itself.

The third section contains practices to create connection. In small groups, in teams, in larger groups. Connection between individuals. Because we know through our many years of work in this field that connection is like a doorway. A doorway which when we walk through it enable us to reveal the gold we all hold. Gold that when added together, in a dance of mutuality, will shape things that we could never dream of. We have seen it happen. Repeatedly. And connection is always the starting point.

In the fourth, we have a section of post heroic practices to help teams and organisations evolve, by human centric means. Powerful practices, and for some, very odd. Because you will not find the "ordinary" in this collection. You will not find anything belonging to the old paradigm. You will find practices helping you to shift into the new paradigm.

Lastly, we have added our team development toolbox. Hands on practices to help start to form and evolve as a team.

Please reach out if you want to: karin_and_niklas@intotheneu.se

Or visit our website to discover more: <https://www.intotheneu.online/en>

Enjoy your exploration, and your growth of awareness.

With love

Karin and Niklas

Research shows that this kind of practice can make people feel a lot better, as humans, at home and at work. Because of this we license these tools under a Creative Commons Attribution-ShareAlike 4.0 License. Please remix, and share as you like - we'd love to co-create changes with you - you can find us at intotheneu.se

How does this collection of practices work?

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Every practice has a headline

And a short description.

1. Then, the practice is described in steps.
2. Steps, following each other.
3. Describing a simple flow of events.

Starting on the next page, you will find a headline overview for all the practices of this collection.

First in each section you will find an overview of the practices in that section with headline and a few lines describing the practice. This is to guide you in selecting a practice.

Then all practices are lined up, using the format of this page. And we continuously update this collection and the date at the end of the file name will show you if you have the latest version.

We will continuously update and publish the collection here:

<https://www.intotheneew.online/resources>

And now, when you have downloaded this PDF it is yours to play with. Explore, rearrange and change as you feel fit your needs. We would love to get your feedback. And we would love to get in contact to co-create with you.

You reach us at karin_and_niklas@intotheneew.se

Enjoy your exploration, and your growth of awareness.

With love

Karin and Niklas

In the side column, we have often written something referring to the functions behind or underneath the practice.

Why it works, what we base it on, or a short orientation to get a bigger understanding of why.

The side column provides you with context.

Content Headlines

An overview of this collection

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual:

Daily Personal Check In
Daily Reflection
Place your mind in your heart and open
Experience the beauty of life
Life as a mirror
4 ways of knowing
Intuition Walk
Explore your assumptions
Holding a question
Taking the Balcony perspective
SOS reflection - Attention
Infinity 8 Reflection
SOS Reflection - Let come, Let go
Explore & experience your feelings
Rest your mind, invite the experience
Norms holding us back
Individual Reflection – Meeting Fear (Inner Figures)
Meet your inner critical voices and fear
Intention - Action - Reflection - Learning
Dialectical Thinking - (5 pg)
4 parts of speech
Individual Reflection the Opportunist
Individual Reflection the Diplomat
Individual Reflection the Expert
Individual Reflection the Achiever
Individual Reflection the Redefining
Individual Reflection the Transforming

Triad:

Triad Exploration – Daily Check in and Reflection
Dialectical Thinking - View a peer holistically
#1 Explore 4 ways of knowing, Infinity 8, 4 levels of listening
#2 Explore Opportunist, Values, I-A-R-L, Power & Attention
#3 Explore the Diplomat, Cycle of Co-Emergence, 4 parts of speech, Fear, Norms & Values, To hold a question
#4 Explore the Expert, the Field, Awareness Loops & Assumptions, Longing & Fear, your Gifts
#5 Explore the Achiever, Power, Golden moment of NOW, Fear/Longing, Embodied Sensing
#6 Explore the Redefining, Power of Attention, Infinity 8, Awareness loops and Organisational fear
#7 Transforming, Creating Space, Constructs, Attachments.
#8 Generic Triad Exploration
Triad Exploration - The Opportunist
Triad Exploration - The Diplomat
Triad Exploration - The Expert
Triad Exploration - The Achiever
Triad Exploration - The Redefining
Triad Exploration - The Transforming
Triad Exploration – Alchemical, the non cognitive experience

Triad continued:

The Opportunist in the SOS
The Diplomat in the SOS
The Expert in the SOS
The Achiever in the SOS
The Redefining in the SOS
The Transforming in the SOS

Connecting Practices:

One minute of silence + sharing (group, 3 min)
4 ways of knowing (group, 3 min +)
Practice Noticing (pairs, 4 min)
I AM (pairs, 5 min)
Inquiry (pairs, 5 min)
When I meet you with an open heart (pairs, 5 min)
Share something positive in pairs (pairs, 3 min +)
Sentence stem sharing (pairs, 4 min +)
Appreciative Written Feedback (group, 15 min +)
1-3-All (group, -)
Values Practice #1 (triad, 20 min)
Values Practice #2 (triad, 24 min)
The Curiosity Game (pairs, 20 min)
Exploring with questions (triad, 15 min)
Cycle of Experience (pair/triad, 30/40 min)
The Golden Moments of Now (triad, 11 min)
Our Field (group, 11 min)
Exploring Longing and Fear (pairs, 12/17 min)
Explore the Polarity of Longing and Fear (pairs, 18 min)
One thing I love about myself... (triad, 10 min +)
Emotional Journey (triad, 24 min)

Team & Organisation:

Team Psychological Safety Assessment
Team Practice - Infinity 8 – Your teams longing & resistance
Appreciative Retrospective
Better Meetings
I Do A R T
Liberating Meeting Practices
The Cycle of Co-Emergence
Attention is Power: Holding a Question Together
Team SOS Reflection (#1 & #2)
Dialogue on Power
Organisational Fear
4 Levels of Listening

Team Toolbox:

Team Mission
Team Purpose
Stakeholder Mapping
Stakeholder Interview
Dependency Dialogue
Navigate via tension



Individual Practices



The practices in this section are designed as individual reflection practices. They are often used, though, as a pair reflection.

We have used all of these ourselves, and in our programs and trainings. When you start, sense in. What draws your attention? What practice wants to be made yours? Then start your exploration.



With Love
Karin and Niklas



Contents

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual/Pair Practices Headlines and Descriptions (1/3)

Daily Personal check in

Start your day in present centered awareness, opening up to your 4 ways of knowing, and set your intention.

Daily Reflection

A beautiful way to end your day in presence and let awareness of the day emerge. And... awareness is the initiator of all change.

Place your mind in your heart and open

Recenter and connect with your heart, opening. Over time, a very powerful practice.

Experience the beauty of life

Find the nuggets of gold, the beauty, in everyday life. This practice can change your life experience over time.

Life as a mirror

Practice living with life as a mirror. To help you see and explore yourself. Very rich! (And sometimes very challenging <3)

4 ways of knowing

Check in with your 4 ways of knowing. Increasing your self awareness, over time opening for your intuitive knowing.

Intuition Walk

Practice your intuitive listening. In nature. This can be surprisingly insightful! When we are asked, "Do you do this often" we reply: "This is our way of being. Constantly listening to the guidance."

Explore your assumptions

Explore what opens when you let go of your assumptions in a "stuck" situation.

Holding a question

Let your awareness emerge and grow over time, by holding a question in your awareness.

Taking the Balcony Perspective

Shift your perspective and gain new facets on any situation by taking the Balcony Perspective.

SOS reflection – Attention

Explore what is in attention, and what is not. And how that affects what gets space and not. Reflect on your gifts.

Contents

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual/Pair Practices Headlines and Descriptions (2/3)

Infinity 8 reflection

Explore your longing, and what resistance awakens as you let it expand.

SOS Reflection - Let come, Let go

Explore yourself in the lens of Self, Other and System with a range of reflective questions.

Explore & experience your feelings

Explore your 'negative' and 'positive' feelings and emotions.

Rest your mind, invite the experience

Let your thoughts rest, expanding your present experience to the fullest.

Norms holding us back

Explore limiting norms held by self, others and system.

Individual Reflection – Meeting Fear (Inner Figures)

Explore fear you hold, and explore meeting it with curiosity. This will make the fear less fearful and is a path to healing.

Meet your inner critical voices and fear

Get aware of your inner critical voices, and the underlying fear. Embracing these to heal.

Intention - Action - Reflection –Learning

Enter any situation consciously, and stay conscious, altering your response to your sensing of the situation. Transformational learning will emerge over time.

Dialectical Thinking

Re-explore your Dialectical Thinking. Your transformational thinking. To enrichen your worldview, and your options in that world.

4 parts of Speech

Learn a framework for structuring your speaking, and in this also your awareness of your world.

Contents

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual/Pair Practices Headlines and Descriptions (3/3)

Individual Reflection the Opportunist

Reflections to see, understand and deeper get to know your inner psychological figure “the Opportunist”. To spot events triggering your Opportunist, and exploring underlying fear, and gifts of awareness your Opportunist brings.

Individual Reflection the Diplomat

Reflections to see, understand and deeper get to know your inner psychological figure “the Diplomat”. To spot events triggering your Diplomat, and explore underlying fear, and gifts of awareness your Diplomat brings.

Individual Reflection the Expert

Reflections to see, understand and deeper get to know your inner psychological figure “the Expert”. To spot events triggering your Expert, and explore underlying fear, and gifts of awareness your Expert brings.

Individual Reflection the Achiever

Reflections to see, understand and deeper get to know your inner psychological figure “the Achiever”. To spot events triggering your Achiever, and explore underlying fear, and gifts of awareness your Achiever brings.

Individual Reflection the Redefining

Reflections to see, understand and deeper get to know your inner psychological figure “the Redefining”. To spot events triggering your Redefining to either hold back or step forward, and explore underlying fear, and gifts of awareness your Redefining brings.

Individual Reflection the Transforming

Explore aspects of your inner psychological figure “the Transforming.” And how you integrate all your inner figures Letting them all bring their gifts to you. Being one, and many.

Individual Reflection Daily, Personal Check-In

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Daily, Personal Check-In

Start your day in Present Centered Awareness.

1. Take 5 deep breaths, exhaling on the count of 8. (This have proven physiological effects of lowering your stress hormones.)
2. Sense into yourself, using the 4 ways of knowing:
 - ∞ Observe the thoughts you are carrying.
 - ∞ Observe the physical sensations you are experiencing.
 - ∞ Note what feelings you are experiencing. What feelings are underneath those?
 - ∞ Note your soul and heart. Can you hear its subtle whispers?
3. Who do you want to be today? How do you want to show up? Set your intention for the day. Or remind yourself of a question you are holding.

Leaders with strong presence and attention in the current moment - a strong 'Present Centered Awareness' - have been shown to have greater ability to navigate and lead in complex systems.

In a strong Present Centered Awareness, our ability to see, sense and make sense of our world increases. In this awareness we can more easily determine how a next step could be taken, together. We let the path unfold as we walk it. This is called 'Emergence' and is considered by many to be the only way to navigate and lead in complex systems.

Research also shows that in a strong Present Centered Awareness the body regenerates. Repairs, lowers stress hormones and returns to its natural state of health.

Holding an intention is a way to meet ourselves in what we are, who we want to be and how we want to show up. It helps us both consciously and subconsciously to be, choose and act in line with our deeper truths.

Individual Reflection

Daily Reflection

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Daily Reflection

Towards the end of the day, spend 5 minutes of reflection. Observing as if you were looking at yourself from the outside. Suspend your self judgement, open your heart to yourself and embrace yourself in love and compassion.

Reflective questions:

- ∞ How has the intention you set this morning guided you today?
- ∞ How have you interacted with others today, and what have they wanted you to do?
- ∞ What do *you* want? How do you wish you had responded to their wishes?
- ∞ If you zoom out, taking the “balcony perspective” on your reflections: what so you see?
- ∞ Name three things about the day that you are grateful for.

If you want to, deepen your reflection with further reflections:

- ∞ How have you today been limited by your own worldview and assumptions?
- ∞ How have you today tried to truly take on someone else's perspective? Seeing their world? Feeling their feelings?
- ∞ How have you today attended to the unattended spaces in the system?

Reflection and intention

Reflection on who we are, what is meaningful to us as individuals and how we consciously act is a way to increase self awareness.

It has been shown that the habit of reflection increases our well-being in a relatively short time. Awareness in itself holds transformative power.

Reflection also provides both a break and respite in everyday life while increasing awareness of ourselves, others and the system.

Connecting the reflection to an intention set each morning creates a daily loop of Intention – Action – Reflection – Learning. An application of Bill Torbert’s Action Inquiry – a way of continuous evolution of the self.

Individual practice

Place your mind in your heart and open

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Rest
With your heart open
Open to the skies above
Live
With your heart open
Open for the essence of existence
Open for the flow of love

Practice

This is a simple, and beautiful practice to center yourself. To re-center to your heart, and let your heart open upwards.

It can be done for seconds. It can be done for minutes. It can also be a state of being that you hold on your path through life

- ∞ Place your mind in your heart. Center your attention in your heart.
- ∞ Let your heart open upwards. Open to the skies above. Open for the flow of love
- ∞ Keep your attention, your mind, in your heart. Keep opening upwards.

Individual practice

Experience the beauty of life

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

I was in awe
Watching the sun set on the horizon
Being the fullness of life
Being
As I thought of how to describe its beauty
its richness, its divinity
I lost it. Lost in the mazes of mind
Bring me back to being
In awe

As I see the beauty in another
something ignites within
A knowing deeply held
that also I carry the same beauty

Experience the beauty of life

This is an exercise in witnessing beauty. And to be beauty being witnessed.

- ∞ Let your attention and curiosity guide you. Guide you to details in the world around you that draws your attention. That holds beauty.
- ∞ Pause and let the experience of beauty take shape within you. Let the experience of beauty grow. You can pause for seconds or minutes. It doesn't have to take long, but feel free to explore how the experience is affected when you allow it space.
- ∞ See in front of you how what you witness in beauty also witness you, in the same way. Allow yourself to be witnessed from what you observe. Let your own beauty be witnessed.

Individuell/Par Reflektion

Life as a mirror

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Life as a mirror

Every event, every meeting and interaction is a golden opportunity to meet ourselves. To explore ourselves and what happens within us in the encounter with life.

We can in the encounter with life and in the encounter with others, turn our attention and curiosity inward and explore what is happening within. Explore ourselves. Who am I, who am I becoming in this? We can, in every moment, carry the intention to meet ourselves exactly as we are. In all the facets are we.

In doing so, we meet and embrace joy, love, liveliness. We meet and embrace shame, fear, anger, fury, sorrow....

In doing so, we let everything exist, without projecting it at anyone else.

In doing so, we carry the intention to embrace the full spectrum of what it is to be human, every moment.

Finds a situation in which you seek the “reason” outside of yourself

- A situation when you feel that you are a victim of someone or something.
- A situation when you feel that there is a perpetrator to whom you are exposed.
- A situation where you blame your inner state, or the situation on someone else.

Explore what goes on inside you

- Make the situation come alive for you. What is going on? Who is there?

How does the body feel?

- What are you blaming someone else for? What are you a victim of?

Sense into your body. How does your body feel?

- What is it that you don't want to see in yourself?

- If you can't blame anyone else, what feelings are left in yourself?

Let everything that comes up exist. Stay with it. Let it be.

Sense into your body. How does your body feel?

- Do you want to forgive yourself for something you did to yourself?
- Do you want to forgive yourself for something you did to someone else?

Everything is about you. Everything that happens in you, is born in you, grows in you, declines in you and dies in you.

Sometimes we leave ourselves in the belief that our life is about someone else. We are ‘out there’ looking for explanations for why we feel the way we feel and act the way we act. Every search out there, every projection is an escape from ourselves - a missed opportunity to meet yourself in one of all the beautiful facets that are you.

Sometimes we run from the shame of seeing ourselves, in a projected, normative view of how we should be. Sometimes we run away from joy and happiness, in the belief that we cannot show ourselves that happy.

Sometimes we run away from the fear we carry, to avoid facing it. Sometimes we run away from liveliness. Sometimes we run away from anger, rage, sadness... Sometimes from love.

But we believe in a different way. A way in which life can be a mirror.

Individual Reflection

4 Ways of Knowing

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

4 ways of knowing

Regularly, throughout the day, take a short pause and direct your attention toward your 4 ways of knowing.

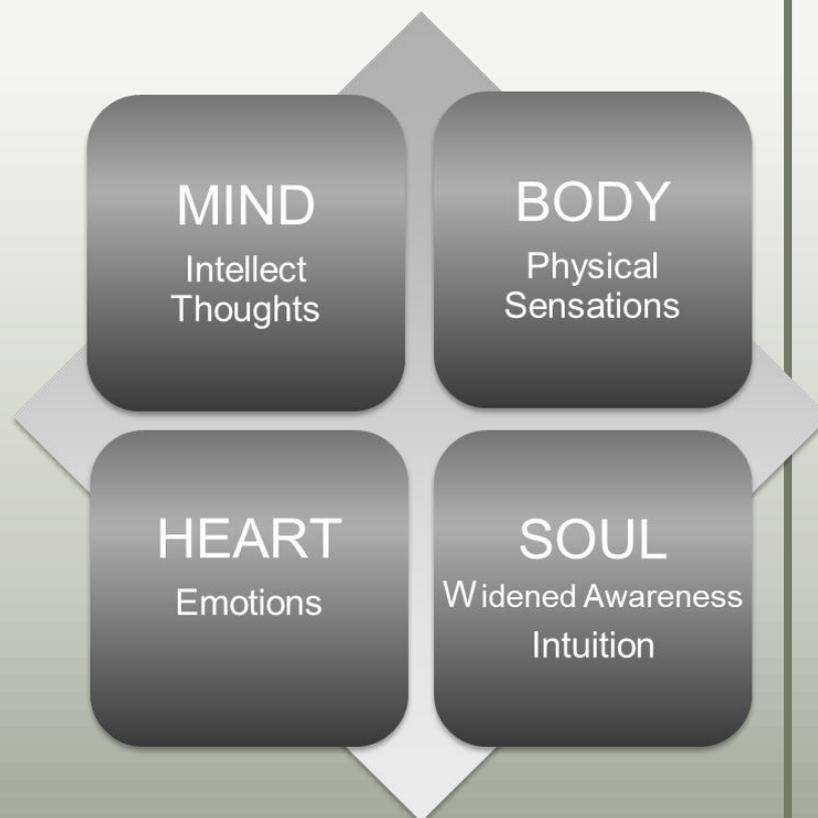
My mind is...

My body is...

My heart is...

My soul is...

How does this widened awareness help me make sense of what's going on inside me and around me?



4 Ways of Knowing

What parts of yourself do you use to sense and make sense of yourself and your surroundings?

We are trained, in today's society, to use our mind, our intellect to analyze the world. This makes us unaware of a large part of our "sensory system" - our body, our emotions and our soul.

Attending to our whole selves we can tap into the 'non observable space' as some researchers call the unified field.

Being in our full sensing capacity widens our ability to sense, make sense of and respond to our world.

Individual Practice Intuition Walk

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Intuition Walk

We would like to invite you to an "Intuition Walk". It is an exciting way to practice your deep listening. This is how it works:

1. Formulate a challenge, situation or question that you want to gain greater insight into. Or just open yourself to receive what you need to receive right now.
2. Give yourself space to really connect with yourself. Come to rest. Let your mind, body, heart and soul just come to rest. Just be.
3. From this stillness, open yourself to listen deeply to your full being. Open yourself to the world around you. Open to let yourself be a part of the world you are moving in. Open yourself to receive guidance from wherever it may show itself.
4. Go for a walk.

Don't set a plan for where to go, but let your curiosity and intuition guide you through the walk. Walk where you are drawn to. Pause when you feel drawn to pause.

During the walk:

Stay in presence and deep listening to yourself and your surroundings.

Stay present to what you see. What you hear. What you experience.

What is going on around you.

What shows itself to you?

What does it tell you?

What is being revealed to you?

What becomes clearer?

Guidance comes in various forms, through all of our 4 ways of knowing. Sometimes as clear images or visions. Sometimes as messages or words. Sometimes as physical sensations, as emotions or a felt sense of knowing. Sometimes as a subtle sense of something...

Trust what you get.

The more often you listen deeply the more clearly you will receive.

And our experience is that the more we follow the guidance, the clearer the voices get.

As small children, we navigate mainly on intuition, as we have limited cognitive abilities.

As we grow and develop, so does our cognitive ability, and this is also trained and refined in school. In this, we shift from the intuitive to the cognitive, sometimes so much so that we almost "forget" the intuitive.

The shift towards the post-heroic is also a shift to rediscovering our intuitive abilities.

And just like with the cognitive, consciously opening up to the intuitive makes a difference.

Individual /Pair Reflection

Explore your Assumptions (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Explore your Assumptions (Single, Double, Triple loop awareness)

Individual reflection to deepen your own awareness and clarity about a situation.

Identify a situation you experience as stuck, challenging, or not flowing as you wish. A situation that you are a part of, along with at least one other.

With one sentence...

... describe the situation

... describe the other (or group of others, as one entity)

... describe the system

... describe yourself in this situation

... what's your role?

... what's your intention?

... do you hold a hidden or visible mission for the situation?

... name three assumptions you hold about the other

... what is holding the situation stuck?

The constructions we use to make sense of reality are called 'Constructs'. They shape and re-shape throughout life and change with how we sense and make sense of the world. From the place we currently see the world, our constructs are truths. They are hard to spot as they are the models we see as truth.

As we develop, the way we understand and experience the world changes. In this, our Constructs will shift from truths to limiting simplifications that we can relate to, and even dissolve.

By increasing awareness of ourselves, we can see our Constructs and challenge those no longer serving us. The ones who used to help us, but now may be holding us back. This process opens up for us to become more authentically alive and free.

As we become aware of, and dissolve our Constructs, we often see that paradoxes - irreconcilable opposites - that were previously true, have now fallen, because they were the result of a limiting Construct.

Individual /Pair Reflection

Explore your Assumptions (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

In Pairs: Explore what opens when letting go of your assumptions.
Do not go into “fixing” the problem mode.

You can also do the exercise as a self-reflection. Try saying your assumptions out loud to yourself.

[A & B, 2 rounds]

3 min

A: Share: the three assumptions you hold about the other.

B: Mirror A

B: "What opens for you if you let go of these assumptions?"

A: Respond.

2 min

A: Share: what is holding the situation stuck.

B: Mirror.

B: "What opens for you if you let go of that assumption?"

A: Respond.

2 min

A: Share: What task or mission do you hold (visible or hidden) for the situation?

B: Mirror:

B: "What opens for you if you let go of that mission?"

A: Respond.

2,5 min

B: Having let go of these assumptions...

...what new approaches to the situation opens for you?

A: Respond:

B: Help A stay free from her/his assumptions and mission.

1,5 min

B: ...being free... what action emerge from this new strategy?

A: Respond.

B: Help A stay free from her/his assumptions and mission.

Thank each other <3 Change roles

Individual Reflection

Holding a Question

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Holding a Question for Yourself

1. Find your question

Identify an aspect you are avoiding in yourself, or holding back exploring, that you would like to get more clarity on.

OR

... a situation you are facing that is highly relevant for you to get a solution to.

Find a question with no obvious, simple answers, but to which answers would have a significant, positive impact for you. Hold that question to explore what awareness emerges from that, and how the question shifts as you hold it.

2. Hold your question and, every day, explore:

- ∞ How is it for you to hold the question?
- ∞ What have come to your awareness in holding the question?
- ∞ How would you phrase your question now?

Keep holding the question until it fades. It will fade when it is no longer relevant.

Attention as power

Use "Attention as power" directing your own attention through holding a question.

Holding a question means just that. To hold it. Not searching for answers. Let the awareness from holding the question open up a next step, or a new world.

Using attention as power is a way to tap into your subconscious intelligence.

It is also a way to tap into the collective field. Allowing for time to let the intuitive field work, we will access deeper knowledge. We will get aware of the more subtle nuances of life. Nuances that will bring new awareness for a next step to be taken.

Individual Reflection

Taking the Balcony Perspective

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Taking The Balcony perspective

1. Note "a crack": A situation where you feel that we don't create value for the many the way we could. Where something is not what it could be, maybe connected to what or how you do things.

2. There is always a bigger whole to be considered. No thing can be viewed in isolation

Try to take "The Balcony Perspective" See yourself and the situation from the outside, or from above. :

- ∞ What becomes important when you zoom out? What becomes less important?
- ∞ What changes when you see the wider "system" in which the situation unfolds?
- ∞ What changes when you see yourself from "the balcony"?
- ∞ What other perspectives are there?

Then... zoom out again, further and further... what do you see? What becomes important? What shifts?

Shifting perspectives

The more often we reflect on perspectives we hold, the more deeply we will get to know ourselves and our filters.

When we consciously explore and take different perspectives, we increase our awareness of available perspectives in the same situation.

Explore how you can see both the system and yourself from the outside.

What filters do you see the world through? What filters do others seem to see the world through? What opens in that?

Individual Reflection

SOS Reflection - Attention

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SOS Reflection - Attention

Try to pause every now and then and become actively aware of the Self, Other, System perspectives. Start your reflection in one relevant perspective. Expand or change when it feels right.

Self:

- ∞ Who am I in this present moment?
- ∞ Where in/about myself do I put my attention?
 - ∞ What is reinforced and enabled then?
 - ∞ What does not get space?
- ∞ What are my gifts right now?

Other:

- ∞ Who are we in this present moment?
- ∞ Where do *we* put *our* attention?
 - ∞ What is reinforced and enabled then?
 - ∞ What does not get space?
- ∞ What shift in attention would serve us?
- ∞ What are my gifts in that?

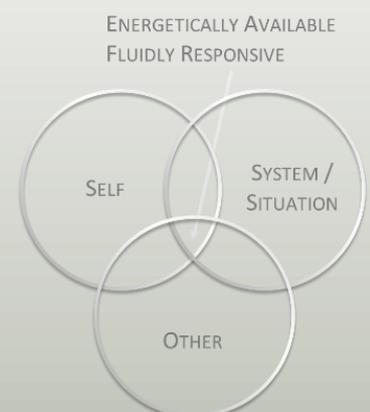
System:

- ∞ Where is the attention of our System?
 - ∞ What is reinforced and enabled then?
 - ∞ What does not get space?
- ∞ How is that attention shaping our System?
- ∞ What shift in attention would serve us?
- ∞ What are my gifts in that?

The SOS model

Increased awareness of the interrelatedness of Self – Other – System, how they interact, influence and create each other moment to moment, deepens our sense and understanding of ourselves. And of how we continually co-create our common reality with others in the system we are a part of.

This increased awareness in the present, this Present Centered Awareness, increases our energetic availability to better sense, make sense of and respond to each moment. Creating more value for more people.



SALLY DENHAM-VAUGHAN & MARIE-ANNE CHIDIAC

Individual Reflection Infinity 8

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Infinity 8 Reflection

" Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light not our darkness that most frightens us. [...]

And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others. "

- Marianne Williamson -

Exercise:

∞ Note in the coming days when you get in contact with your longing, your 'aspiration'. Make yourself aware of what it is telling you.

∞ Also note what fear, resistance or shadow that shows itself as you do. Let it be. Stay with it. Explore it with an open heart.

Longing
Intention



The Emerging
Self

Fear, Shadow
Resistance

Infinity 8

By exploring and naming our longing, it becomes clearer to us.

In the light of the longing, we will also meet the inner shadow, resistance and fear holding us back from expanding.

As we meet it, as we stay with it with a silent mind, we start to integrate so that we can expand towards our longing.

We grow, as individuals, groups and systems, through the Infinity 8. By becoming aware of our longing and facing and integrating what holds us back. In layer after layer, in an eternal dance...

Individual Reflection

SOS Reflection – Let come, Let go

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SOS Reflection – Let come, Let go

Try to pause every now and then and become actively aware of the Self, Other, System perspectives. You may want to reflection in one relevant perspective only. Maybe only around one or a few questions. Expand or change when it feels right

Self:

- ∞ Who am I? What is MY gift right now?
- ∞ HOW am I present to myself?
- ∞ Which triggers & figures are active in me right now?
- ∞ How can I create my own experience?
- ∞ What do I wish to let go of?
- ∞ What do I wish to let come?

Other:

- ∞ Who are we? What is OUR gift right now?
- ∞ How do I influence others?
- ∞ How am I influenced by others?
- ∞ How do I relate to others?
- ∞ How do others relate? To me? With each other?
- ∞ How do WE influence the system?
- ∞ How can I be a co-creator of our experience?
- ∞ What do we want to let go of?
- ∞ What do we want to let come?

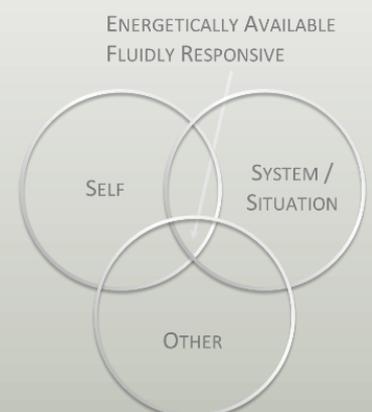
System:

- ∞ What is the system?
- ∞ How do I shape/affect the situation / system?
- ∞ How am I affected by the situation / system?
- ∞ How does culture and structure help or hinder relationships and contact between people in the system?
- ∞ How can I be a co-creator of a system that enables expansion and growth?
- ∞ What do we need to let go of?
- ∞ What do we want to let come?

The SOS model

In increasing our awareness of the interrelatedness of Self – Other – System, how they interact, influence and create each other moment to moment, our sense- and understanding of ourselves deepens. And how we continually co-create our common reality with others in the system we are a part of.

This increased awareness in the present, this present centered awareness, increases our energetic availability to better sense, make sense of and respond to each moment. Creating more value for more people.



SALLY DENHAM-VAUGHAN & MARIE-ANNE CHIDIAC

Individual Practice

Explore & experience your feelings

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Explore & experience your feelings

Practice 1, When you experience a 'negative' feeling:

Let your thoughts rest. What opens in the silence?

BE fully with the feeling. Accept it. Embrace it, with an open heart. Explore it. How do you experience it? Where in the body does it reside? How does it look, feel, move, sound...?

Stay with exploring your feeling, with a silent mind. And note how it shifts.

Practice 2, When you experience a 'positive' feeling:

Use the HEAL practice. .

- ∞ Have the positive experience.
- ∞ Enrich the positive experience and feeling.
- ∞ Absorb the feeling, and let it fill you.
- ∞ (optional) Link the positive experience (briefly) to a negative one.

NOTE: The notation 'negative' and 'positive' are constructs that we hold. Our "truth" of what is positive and negative, and what we value change over life. All our feelings and emotions are part of our full life experience. When we can embrace them in that spirit, our life experience tend to get richer.

Our feelings offer guidance to meet ourselves. Our feelings guide us to when we live in line with our values our longing, or not. Our feelings are guides to see fears that we are ready to face, and to see that within us which is ready to heal. They also guide us to our intuition. To our inner voice. To be more of who we are.

Letting your mind rest

Letting our mind and our thoughts rest may be difficult, but often rewarding.

Letting our mind, our thoughts, rest will help us get out of the psycho-emotional loops that we so often create. Event -> 'negative' feeling -> 'negative' thought/fear-> 'negative' feeling ...

A feeling doesn't last long if we don't maintain it. (Times between 20-90 seconds abound, but that's not the point.) Seeing how we ourselves entertain and reinforce our emotions can provide insight into how we, often unconsciously, create our experience of the world.

Individual Practice

Rest your mind, invite the experience

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Rest your mind, invite the experience

This is a beautiful practice to re-center in your experience, letting your mind rest.

Let your experience fill you up, letting your mind rest

Invite your experience.

Let your thoughts rest. Let the thoughts trying to explain your experience silence. Let your thought silence.

Invite your full experience of the present moment. What is it to be here, now? Only here and now? How is the present? Open for the present centered awareness to expand. Let it fill you up. All of you. Let it expand in you, far beyond your physical being, far beyond your body.

Let the **experience** of that which your thoughts were trying to explain fill you up, without thoughts, without words.

Stop the sensemaking, stay with the experience.

Our minds sometimes make it hard for us. Creating a world, a situation and thoughts that are negatively biased. Often finding causes for the effects we feel.

Or, it keeps us in analysis of what is really going on. What has happened. Why things are the way they are.

Trying to explain and understand what is going on, or trying to fit it into our models of reality takes us away from the experience of the moment, into analysis, cognition or modelling.

It is shown that analysis, planning ahead or pondering about the past (stemming from our left brain) creates a more negative life experience than experiencing the present (stemming from our right brain)

Individual Reflection

Norms holding us back

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Norms holding us back

For this practice, select a system or a group of others (WE, US) that you are a part of and wish to explore. Some norms will be clear directly. Some will probably be harder to spot. A clue to a 'hidden' norm holding you back may be that something just doesn't feel right. Something itches or feel bad. may be

Reflect in one, two or all of the SOS perspectives.

REFLECTION

System:

What norms does the SYSTEM carry that hold ME back?

What norms does the SYSTEM carry that hold US back?

What norms do the SYSTEM carry holding the SYSTEM back?

Other:

What norms do WE carry that hold ME back?

What norms do WE carry that hold US back?

What norms do WE carry holding the SYSTEM back?

Self:

What norms do I carry that hold ME back?

What norms do I carry that hold US back?

What norms do I carry that hold the SYSTEM back?

EXPLORATION

When you have identified a norm holding you back, explore "What is true for ME?"

Just having created awareness of this will initiate change. To expand your awareness you can hold a question over time.

You can do the same in your group of others, and in your system.

Norms and fear

Norms are unwritten rules of how to be and behave, or of what is accepted or not. They are a part of all social systems.

We are socialized into norms. Some of these norms may serve us as a guide to how to be a part of society. Some of these norms hold us back from being our full selves.

Norms are also relatively quickly formed in groups. Stating unwritten rules of what is accepted and not.

Identifying norms that we no longer want to adapt to can be one way to set ourselves free.

Individual Reflection Meeting fear

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Individual Reflection – Meeting Fear

FEAR OF...	HOW TO MEET IT...
...not being able to make enough difference	Surrender to the path of sensing, listening and guidance
...what to meet looking into myself ...not fitting in this system	Embrace seeing the cracks as a blessing
...not being enough ...not developing / growing ...not living up to standards	Surrender to the journey without longing for the destination. Stop the sense making, stay with the experience
...Failure ...being wrong ...not knowing	Opening up for others There isn't ONE right answer View events as symbolic
...conflict ...being rejected ...not belonging/being a part of...	Realize we are completely alone, from there open up for Unity
...not being safe ...not being in control	Embrace yourself in love and compassion



FEAR

The very essence that defines each figure carries a fear that may hold us back. The fear of letting go can be what holds us back from integration.

Metaphorically, the figure clings to us to stay relevant.

Fear is like a vortex that we often fight to avoid being pulled into. Fear is an unpleasant feeling, and we develop a wide range of coping strategies to avoid it.

If we let go. If we give ourselves to the fear, we will be pulled down the vortex and get through on the other side. In a new reality.

Silencing your mind and meeting your fear, exploring how it FEELS is a way to let the fear diminish. It becomes less fearful. And it can start to heal, to integrate. This method is a central part of KBT. When it comes to inner fears, the same method have proven effective. Also, naming them, out loud is an even more effective way to integrate them. To face them. And to face what is fearful."

Having faced and integrated our fear, we are free - to be, to rest and to expand.

Exercise: Explore your fear

1. Identify one of the above fears you recognize and identify a situation when it is awake / triggered.
2. Does any of the ways above to meet your fear attract you? Experiment with ways to do that.
3. Is there something that you dismiss, or that you don't want to approach? Maybe it's your fear talking. Explore if this is a signal that you are ready to face that particular fear.

Exercise: Embrace your fear

When fear is awakened, don't avoid it or run from it. Try to meet your resistance or fear with a silent mind. Without thinking. We are trained to think. Always. But try to feel it. With a silent mind. Use your mind to explore it. Curiously.

Note how it feels in your body... <pause>

Note the emotions that emerge in you... <pause>

What other emotions can you note in yourself?

Let your bodily sensations and emotions be just what they are and note if/how they shift as you stay with them..

Individual/Pair Reflection

Meet your inner critical voices and fear

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Meet your inner critical voices and fear

Individual reflection, or pair practice to deepen your self awareness. Do the reflections individually or explore together with someone (help each other to explore, completely avoid tips, ideas, fixes, solutions...). Getting help from someone else to see and explore oneself can hold great value.

Find your inner critical voices

- ∞ What do you say about yourself, to yourself? In what ways do you tell yourself that you are not good enough as you are?
- ∞ What do you say about yourself to others? In what ways do you tell others that you are not good enough?
- ∞ When you are with others: in what ways do you tell yourself that you are not good enough??

Find your underlying fear

- ∞ Which fear(s) lie beneath the critical voice(s)?

By seeing the fears that lie behind the critical voices, we can face those fears and open up to start healing them.

Invite, and rest with the critical voices and fear

When you have identified inner critical voices and fears, stay with them and let them be. Stay with the experience of fear for a while. Let it exist and take its place. Rest together.

Open your heart to yourself. Invite love.

Open your heart to your voices and fears. Invite love.

All people carry inner critical voices. Inner critical voices that hold us back. Voices that tell us in different ways "You are not sufficient...." "You should...".

These critical voices keep our inner figures in fear. Telling them they are not enough. Telling us that we are not enough. In that, parts of us are constantly on guard. In that, we struggle in on the fear of not being enough. In that, we struggle with having to be more than we are. In that fight, it's hard to be enough. In that fight, it is difficult to feel that we are good enough as we are.

When we can face the fear, and stay with it, we can rest. Rest from the fear so it can heal. When we can face our inner critical voices in love, they can rest. So that we can rest from the fight. So that we can heal.

Individual Reflection

Intention - Action - Reflection - Learning

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Intention - Action - Reflection - Learning

INTENTION

What are you getting into?

Who do you want to be, how do you want to show up?

What is your intention?

ACTION

To align with your intention, what strategy and actions do you choose?

How can you continuously alter your actions being aware of your intention in the present moment?

REFLECTION

What was created / born? What were the effects of your actions?

Did you align with your intention?

What was flowing as you intended?

What didn't flow the way you intended?

...

LEARNING

What awareness/insight continuously shape?

What beliefs / worldviews / constructs are you ready to challenge?

What are you ready to let go?

What are you ready to let come?

At times we go through life doing things, without a conscious presence or intention behind it.

When we stop and become aware of our intention and open up to sense and reflect, we can dramatically increase both our present centered awareness and our learning.

Explore how you can create awareness and learning by becoming aware of your intention, your actions and reflective learning in your everyday life.

Individual Reflection

Dialectical Thinking – Background 1(5)

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Dialectical Thinking - Background

The Art and Practice of Transformational Sensemaking

Logical Thinking

Logical thinking is characterized by: Static. In pursuit of one answer. Reasoning to support your case. Either/or. Better/worse. Right/wrong. Linear cause-effect.

There are three main patterns of logical thinking:

Inductive: Resting on laws and regulations to support your case.

Deductive: Linear cause and effect reasoning supporting your case.

Abductive: Generalizations and general conclusive reasoning to support your case.. E.g. “I dismiss these parts of the bigger whole, and therefore I dismiss the whole.” “These details of the bigger scene are true, so I hold the entire scene as true.”

Create awareness of when you use logical thinking, and experiment with using dialectical thinking patterns for what you observe, using the guidance below.

Dialectical Principles:

Dialectical thinking is characterized by four principles. Read these, and reflect on how you may embrace them.

Holism:

There is always a bigger whole to be considered. No thing can be viewed in isolation.

Dynamism:

Everything that exists is in constant motion and change. Always becoming what not already is, and leaving some of what it is behind.

Relationship:

Each and every thing is related in some way to something else. Those relationships give the thing its essence.

Transformation:

Significant change is occurring via movement of forms, in which the new form transcends and includes the former.

To evolve our dialectical thinking capabilities, we can explore the general process of dialectical thinking - the process of differentiation, elaboration, integration. To differentiate something from its whole. To elaborate this in different ways and finally to integrate the elaborations into a new coherent whole.

Dialectical thinking widens our ability to see, sense and make sense of our reality. This brings about a deeper understanding and renewed and wider perspectives.

In a world where everything is connected, interrelated and in constant movement, the dialectical thinking framework provides a way to make visible and talk about sometimes hidden aspects of reality.

Shannon & Frischherz describe in their book *Metathinking - The Art and Practice of Transformational Thinking*, how we can open up our dialectical thinking capabilities.

In a dialogue with Shannon & Frischherz, they describe that we are born with logical and dialectical sensemaking capacity. But, throughout the western educational system, the logical ways to think and experience the world are so dominant that our dialectical abilities are suppressed, or even partly forgotten.

Individual Reflection

Dialectical Thinking – Holism 2(5)

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“There is always a bigger whole to be considered. No thing can be viewed in isolation”.

Differentiation of elements in a whole representing a stable entity in its own right. (E.g. A branch of a snowflake. A team in an organisation. A person in a team. An atom in a molecule. Non-reductionist. Study the whole.)

- ∞ How is what you observe an integrated part of a bigger whole?
- ∞ If you look at the smaller parts/elements of what you observe, what elements show themselves?
- ∞ Where do you find corresponding elements in other parts of your life?
- ∞ If you were to look at what you observe from an even higher level, what is the bigger picture that emerges?

Elaboration of elements with reference to the structure, hierarchy and functionality of the elements.

- ∞ What gives what you observe its significance and stability?
- ∞ What you observe is part of a larger system, how would you describe the structure of that larger system?
- ∞ How are the smaller parts embedded, and structured in the larger whole?
- ∞ Looking at the smaller parts, and at the larger system: what structural patterns do you see?

Integration of different elements and perspectives into the structured bigger entity as a system.

- ∞ How might what you observe change if seen in different contexts?
- ∞ How does your view of what you observe change when you consider it in different contexts/perspectives?
- ∞ How could parts change? Be something else?
- ∞ If you would change a smaller part. How may the system change if that change were escalated?

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Individual Reflection

Dialectical Thinking – Dynamism 3(5)

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Dialectical Thinking : Dynamism

“Everything that exists is in constant motion and change. Always becoming what not already is, and leaving some of what it is behind.”

Differentiation of a changing element, linking its current state to the past and future.

- ∞ How has what you observe emerged from past history?
- ∞ How have its elements changed over time?
- ∞ How can you acknowledge and open up to the fact that all elements in this will continue to change?
- ∞ How is this similar to your life story?

Elaboration of one or more element in their developmental aspects.

- ∞ Is there anything that is missing from what you can see at present, that could be part of, or emerge out of this?
- ∞ How is what you observe currently shifting?
- ∞ How does change come about, and in what different aspects can change be viewed?
- ∞ How is that relevant for this situation/thing/issue?

Integration of changing and interconnected elements in an unceasing movement as a system.

- ∞ How is what you observe re-born in this now? Again and again...
- ∞ What do you sense emerging from the dynamics you observe?
- ∞ How is the ongoing change of involved elements held back or promoted?
- ∞ When promoting certain change, what other change is held back?
- ∞ Consider the polar opposite or antithesis of what you observe. How could this be integrated to let emerge something new?

Dialectical thinking widens our ability to see, sense and make sense of our reality. This brings about a deeper understanding and renewed and wider perspectives.

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Individual Reflection

Dialectical Thinking – Relations 4(5)

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Dialectical Thinking : Relations - Relational Thinking

“Each and every thing is related in some way to something else. Those relationships give the thing its essence.”

Differentiation of relationships between two or more separate elements.

- ∞ To what extent do you see what you observe as unique and unrelated to anything else?
- ∞ How would you describe what you observe thru its relations?
- ∞ How do you see this “situation/thing/issue” stemming from the relations that shape it?

Elaboration of specific relationships between interconnected elements.

- ∞ How is what you observe related to something else that you see or that is happening in your life?
- ∞ How may the relations in this situation be interrelated with other events or aspects?
- ∞ What aspects of “good relations” are forgotten/not applied here?

Integration of interconnected elements and their constructive relationships into an entity as a system.

- ∞ What is common ground between what you observe and other events in your life?
- ∞ If a relational dynamic were shifted, how could this affect the entire system if escalated?
- ∞ Under what conditions would you personally appreciate the relationships shaping this situation/thing/issue?
- ∞ How do you hold back and promote these conditions?

Dialectical thinking widens our ability to see, sense and make sense of our reality. This brings about a deeper understanding and renewed and wider perspectives.

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Individual Reflection

Dialectical Thinking – Transformation 5(5)

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Dialectical Thinking : Transformational Thinking

“Significant change are occurring via a movement of forms, in which the new form transcends and includes the former.”

Differentiation of conflicting elements leading to transformation or destruction of a system.

- ∞ How might what you describe be developed further?
- ∞ Are there any conflicts that might need to be overcome in order for what you observe to be transformed?
- ∞ What is the potential for what you observe to go the other way, to fall apart or disintegrate?
- ∞ What conflicts arise in you observing what you observe?

Elaboration of the conflicting interaction between two or more elements and their characteristics, potentially involving human agency.

- ∞ How can the elements in conflict be expanded in their own character, and in this individual expansion find mutuality between the two?
- ∞ What crack opens in the conflicting interaction, in which light can pour in, guiding to another future?

Integration of conflicting elements into a new dynamic system, potentially involving human agency.

- ∞ When you think about what you have described, what other thing or system might you integrate it with that may bring about its transformation?
- ∞ Where are we? Where do we need to go? What do we need to sense? What do we need to let go of? What do we need to let come? What wants to emerge?

Dialectical thinking widens our ability to see, sense and make sense of our reality. This brings about a deeper understanding and renewed and wider perspectives.

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Individual 4 Parts of Speech

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4 parts of Speech

Part 1: Framing

Framing is about shaping a shared reality. You have your perspectives and assumptions on what you say. Others have theirs. Framing a conversation is a dance to see what reality emerges in the intersection of your different perspectives.

Think of how you can describe the context that surrounds what you are saying. When we have a conversation, we assume a lot of things. In the back of our mind, we take certain things for granted. We do not always express where our viewpoint is coming from. Because of this, we can find ourselves in the situation where the other person is assuming something, and we are assuming something else. This may create a clash in the discussion. This is typically because part of the frame is missing.

Start expressing your assumptions and better frame your thought process. It will help you reach a shared understanding faster.

Part 2: Advocating

Advocating is about communicating your position or making a proposal, whilst keeping your mind and heart open for other perspectives, as co-creation always beats a single "truth".

If you have a clear position or opinion, state it so others can understand where you are going with this, without having to guess what you actually have in the back of your mind.

Part 3: Illustrating

Illustrating is about dressing your words in a beautiful dress, picture, or scenery. Talking to the beauty of the human brain.

We humans are better at relating to stories than opinions. The goal here is to give people a relevant case, situation or story they can relate to. The more attached you are to it, the more you will be able to make it come alive.

Part 4 : Inquiring

Inquiring is about exploring perspectives together. Invite the collective intelligence. The inquiry is an invitation to others to bounce back on what you just said and continue the joint exploration. To get more perspectives. To co-create richer solutions, or experiments. To start to move together.

If part 1-3 is the prelude, this is the symphony

4 parts of speech

Speaking is the primary, and most influential medium of action in the human universe. In business, in school, among parents and children and between lovers.

Our claim is that the 4 parts of speech, Framing, Advocating, Illustrating, and inquiring, represent the very atoms of human action.

If we can cultivate the silent listening, triple loop awareness to our own actions, and to a team's current dynamics, we can arrange and rearrange the interweaving of these atoms as we speak. Peacefully harnessing the human equivalent of technological, unilateral nuclear power.

Bill Torbert
- Action Inquiry.

Individual Reflection the Opportunist

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Individual Reflection – the Opportunist

1. Reflect on your day

Have there been situations where you note these early signs of your Opportunist having been triggered?

Have you...

- ... been blaming others for your experience or how you feel?
- ... been avoiding authority, to get it your way?
- ... been egocentric – "as long as I get", without concern for others?
- ... been feeling unsafe?
- ... taking power or using power with force – "...because I say so"?
- ... been going for short term wins or immediate fun without concern of long-term consequences?

2. Identify triggers

For the situations where you have been triggered in your Opportunist, reflect on:

- ∞ SELF: How was your own state (e.g., mind, body, heart, soul) prior to being triggered?
- ∞ OTHER: How did you experience the other? (e.g., attitudes, tone, behavior, atmosphere ...)
- ∞ SITUATION: How did you experience the situation, and the chain of events?

These situations are gifts for you to meet yourself.

- ∞ What triggers your inner Opportunist?
- ∞ What fear/discomfort is awakened in you?
- ∞ What does your inner Opportunist make you aware of? What does it want to tell you?
- ∞ How can you meet yourself in your fear/discomfort? Let your mind be silent and just be with the sensation.
- ∞ How can you embrace your inner Opportunist in love?

Our Opportunist

...forms at an early age with the purpose to take care of our needs. To protect us. To help us survive. It cares about us, only us, and doesn't pay much attention to others.

The Opportunist remains in all of us as a figure throughout life. It fulfills an important function in caring for our needs, but if triggered, taking over our thoughts and action from the unconscious, it can create quite a mess.

Daily reflection on situations where the Opportunist has been triggered can be an effective way to integrate it.

By becoming aware of our Opportunist, we can start to invite it as a loved and needed part of ourselves. Inviting this part of ourselves to our inner boardroom, it starts to integrate. We then can receive the gifts from this part of us, and act more authentically and coherently, reducing the time being triggered.

Individual Reflection the Diplomat

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual Reflection – the Diplomat

1. Reflect on your day

Have there been situations where you note these early signs of your Diplomat having been triggered?

Have you been...

- ... holding back yourself, your opinions or ideas?
- ... talking in clichés or changing subject to avoid tension?
- ... talking badly of others, groups or individuals (to bond with someone(s))
- ... seeking approval from the high-status individual?
- ... feeling anxiety / fear of not being included, belonging, part of?
- ... adapting to norms / values / behaviours of a group, afterwards realising "that was not really me"?
- ... given away your power, "I don't know. What do you think?" even though you had an opinion?

2. Identify triggers

For the situations where you have been triggered in your Diplomat, reflect on:

- ∞ SELF: How was your own state (e.g. mind, body, emotions, energy ...) prior to being triggered?
- ∞ OTHER: How did you experience the others? (e.g. attitudes, tone, behaviour, atmosphere ...)
- ∞ SITUATION: How did you experience the situation, and the chain of events?

These situations are gifts for you to meet yourself.

- ∞ What triggers your inner Diplomat?
- ∞ What fear/discomfort is awakened in you?
- ∞ What does your inner Diplomat make you aware of? What does it want to tell you?
- ∞ How can you meet yourself in your fear/discomfort? Let your mind be silent and just be with the sensation.
- ∞ How can you embrace your inner Diplomat in love?

Our Diplomat

...forms in connection with adolescence and aims to ensure that we create belonging to a group. Evolutionary crucial for our survival.

Our inner Diplomat cares about the group, belonging and fitting in. Often at the expense of ourselves. It is more important to be WITH than to be ME.

The Diplomat remains in all of us as a figure throughout life. It fulfills an important function in creating belonging and navigating the social space, but if triggered, taking over our thoughts and action from the unconscious, it can hold us back, limit our true expression and thus our contact with others.

By becoming aware of our Diplomat, we can become more aware of when we are not authentic.

Daily reflection on situations where the Diplomat has been triggered can be an effective way to integrate it.

Individual Reflection the Expert

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual Reflection – the Expert

1. Reflect on your day

Have there been situations where you note these early signs of your Expert having been triggered?

Have you been...

... so focused on what you know, that you don't really listen to others?

... micromanaging – since you know how to do things right?

... fighting to win an argument with facts and data?

... found yourself in a “facts-against-facts” discussion or argumentation?

... dismissed others using facts or references to specialists, to find the **right** way forward?

... held back from sharing an idea or thought, because it is not ready?

... neglected feedback or ideas from someone because they don't have the same deep knowledge as you do?

... felt fear of showing yourself vulnerable?

... been afraid of not knowing the answer?

2. Identify triggers

For the situations where you have been triggered in your Expert, reflect on:

∞ SELF: How was your own state (e.g., mind, body, heart, soul) prior to being triggered?

∞ OTHER: How did you experience the other? (e.g., attitudes, tone, behavior, atmosphere ...)

∞ SITUATION: How did you experience the situation, and the chain of events?

These situations are gifts for you to meet yourself.

∞ What triggers your inner Expert?

∞ What fear/discomfort is awakened in you?

∞ What does your inner Expert make you aware of? What does it want to tell you?

∞ How can you meet yourself in your fear/discomfort? Let your mind be silent and just be with the sensation.

∞ How can you embrace your inner Expert in love?

Our Expert

...forms to help us deepen our learning, our profession or deepening our knowledge within a certain area. It aims to distinguish us from the crowd as we become skilled / an expert.

It cares about skills, perfection and doing things right. About facts, accuracy and details. It cares deeply about knowledge, mastery and our professional development.

The Expert remains in all of us as a figure throughout life. It fulfills an important function in focusing on knowledge and expertise, but if triggered, taking over our thoughts and action from the unconscious, it can close our mind for others' perspectives, keeping us from listening to others, thus limiting our ability to connect with others.

Daily reflection on situations where the Expert has been triggered can be an effective way to integrate it.

By becoming aware of our Expert, we can start to invite it as a loved and needed part of ourselves. Inviting this part of ourselves to our inner boardroom, it starts to integrate. We then can receive the gifts from this part of us, and act more authentically and coherently, reducing the time being triggered.

Individual Reflection the Achiever

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual Reflection – the Achiever

1. Reflect on your day

Have there been situations where you note these early signs of your Achiever having been triggered?

Have you...

... felt the need to perform, optimize and deliver, on the cost of human connection or human needs. Maybe thinking "Only this time..."

... not really listened, because you know the way forward, the plan?

... not taken the time to actually invite more perspectives, because you have a set agenda, a goal to reach, a decision to make...

... felt that you're not enough. That you're not being enough in who you are?

... worried of not living up to your own or others' standards or expectations?

... felt a worry for not developing, not growing?

... felt a worry for not advancing? Not getting more...

... been chasing time? Stressing about not getting done all you must do.

... used your formal role (with force) to get it your way?

2. Identify triggers

For the situations where you have been triggered in your Achiever, reflect on:

- ∞ SELF: How was your own state (e.g., mind, body, heart, soul) prior to being triggered?
- ∞ OTHER: How did you experience the other? (e.g., attitudes, tone, behavior, atmosphere ...)
- ∞ SITUATION: How did you experience the situation, and the chain of events?

3. Meet yourself

- ∞ What triggers your inner Achiever?
- ∞ What fear/discomfort is awakened in you?
- ∞ What does your inner Achiever make you aware of? What does it want to tell you?
- ∞ How can you meet yourself in your fear/discomfort? Let your mind be silent and just be with the sensation.
- ∞ How can you embrace your inner Achiever in love?

Our Achiever

... is formed in the realization that expertise is not enough to achieve results together.

Our Achiever holds a strategic approach, where goals and results are important, and where the way to achieve results is to do it together.

For our inner Achiever, it is important to succeed, to be successful and to constantly develop, learn and advance.

The Achiever also holds an opening of the heart and in that a deeper understanding of ourselves. Values become important - and the insight that you and others carry values as driving forces.

Both the Expert and the Achiever experience great satisfaction in being skilled and knowledgeable. A paradox arises when this satisfaction becomes so strong that it closes the openness to others' perspectives. Perspectives that may provide further learning and development.

The strong focus on knowledge, results and progress can in itself counteract the possibility of further development.

Individual Reflection the Redefining

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual Reflection - The Redefining

1. Reflect on your day

i. Redefining in hiding:

Self:

Have you held back or avoided deeper exploration of aspects you note in yourself due to objections from the voices of your heroic figures (e.g. voices of heroic fear), or due to restricting norms or culture?

Other / System:

Have you held back or avoided to share or speak of "a crack" that YOU note with others or in the system, due to resistance from others or due to restricting norms or culture: where you feel that you could have created more value "for the many" but avoid to address it?

ii. Fear of what to see/fear of letting go:

Self:

Have you avoided self exploration out of fear/worry of what to see if you would explore?

Have you avoided self exploration out of fear/worry of who you would become if letting go of your current self (the known, often heroic, patterns)?

iii. Redefining in action:

Other / System:

Have you actively questioned the status quo, the current, with the intention of seeking co-awareness with others?

Have you spotted cracks in the system, and initiated dialogue around them?

2. Identify patterns

For the situation(s) identified, reflect on:

- ∞ SELF: How was your own state (e.g., mind, body, heart, soul)?
- ∞ OTHER: How did you experience the other? (e.g. attitudes, tone, behavior, norms ...)
- ∞ SITUATION: How did you experience the situation, and the chain of events?

3. Meet yourself

- ∞ What does your inner Redefining make you aware of? What does it want to tell you?
- ∞ How can you meet yourself in your fear/worry? Let your mind be silent and just be with the sensation?

4. Hold the question

Self: Explore holding a question for yourself, on the aspects/exploration you have avoided.

System: Explore holding a question together with others in your system, for the cracks you have avoided AND the cracks you have had a dialogue around.

See the tool "Holding a Question".

Our Redefining

...is formed in the notion that we could do more good, for more people. And that I am not one, but many.

Our redefining holds the awareness that we all see reality through our own filters, and that these vary over time and situations, and between individuals. This usually sparks curiosity about differences and a greater openness to change and multi-perspective.

Our Redefining start to see our self from the outside, as a composition of figures, shaped by our past.

Our Redefining also start to see the system we are in and begin to question how things are and are done. Often the feeling of "growing out of the system" and a desire to create something else is awakened.

It is often helpful to actively seek more and other perspectives, as well as to actively work not to get stuck in analysis and reflection, and to do this together with others...

Individual Reflection the Transforming

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Individual Reflection – the Transforming

1. Integrative Reflection

Do you allow for all your inner figures to be a part of you? Holding them in love, letting them speak freely as part of your inner, lively, loving family.

Reflect on your day:

Opportunist:

Have you listened to your Opportunist, embracing it in love? What does it say? Where does it draw your attention? What gifts does it bring you?

Do you also explore ways to express it with others: e.g. expressing your fear and needs holding it as yours, without limiting others or externalizing blame?

Diplomat:

Have you listened to your Diplomat, embracing it in love? What does it say? Where does it draw your attention? What gifts does it bring you?

Do you also explore ways to express it with others: e.g. expressing your views and opinions and safely engage in healthy conflict, without holding yourself back, adopting an us vs them attitude or talk behind peoples back?

Expert:

Have you listened to your Expert, embracing it in love? What does it say? Where does it draw your attention? What gifts does it bring you?

Do you also explore ways to express it with others: e.g. sharing your knowledge, collecting facts and data and continuously deepen your expertise, without becoming argumentative and close off to others' perspectives and ideas?

Achiever:

Have you listened to your Achiever, embracing it in love? What does it say? Where does it draw your attention? What gifts does it bring you?

Do you also explore ways to express it with others: e.g. optimizing the way you do things, together creating value and seek open feedback for growth of both you and the system, without compromising your values or letting performance and delivery define your or others' self worth?

Redefining:

Have you listened to your Redefining, embracing it in love? What does it say? Where does it draw your attention? What gifts does it bring you?

Do you also explore ways to express it with others: e.g. putting constructive light on the cracks, not rushing for short term answers, without avoiding the uncomfortable or unknown?

2. Expanding Reflection

Your gift to this world is being YOU! All of you!

- How do you open to let go of constructs holding you back from being more of you?
- How do you meet and heal your inner fear, liberating you to be more you.
- How do you listen for guidance in line with your intention or purpose?
- How do you embrace emergence, letting the next step unfold over and over, holding the plan lightly?

Our Transforming

...holds the power to go from seeing the cracks to act on them - collectively.

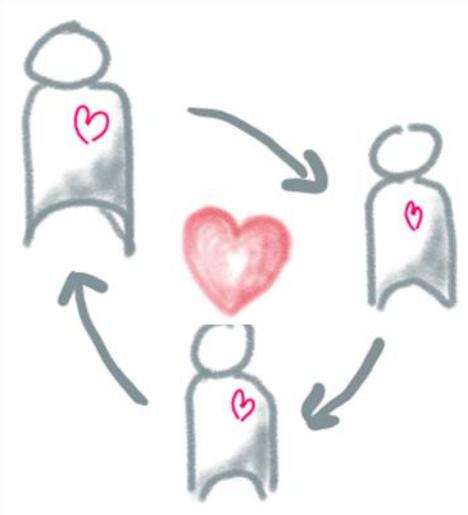
Our Transforming starts to explore how to dance with life. A way of life that comes into full bloom in our Alchemical selves. Starting to form the deep sense that nothing or no-one can be steered or controlled, but everything is a part of the unfolding dance, our Transforming self acts like a conductor of an orchestra. The beauty of the symphony emerges from everyone playing their instrument their way, in harmony in a greater whole.

In this, our Transforming uses attention as power. Directing the attention to untap the collective power, by setting the individual free to be and create from their true selves - together - in harmony.



Triad Practices

The practices in this section are designed as triad exploration practices. They are also often used in pairs or smaller groups.



Why triad or pair? Well, we have seen that exploring yourself with, and though another is incredibly enriching. Putting into words what you sense and listening to another is very rewarding.

We promise you that whatever practice you choose will be rewarding after just a little time of keeping it alive. How can we promise that? Because every practice will deepen your awareness. And awareness is the initiator of all change.

With Love
Karin and Niklas



Contents

Triad/Pair Practices

Headlines and Descriptions (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – Daily Check in and Reflection

Together explore and share your individual processes and exploration of daily check in and reflection. In a triad, or pair.

Dialectical Thinking - View a peer holistically

Beautiful exploration to spot and challenge your assumptions. in relation to another.

#1 Explore 4 ways of knowing, Infinity 8, 4 levels of listening

Explore a challenge or stuck situation through the lens of a range of frameworks, to gain new perspectives on your challenge.

#2 Explore Opportunist, Values, I-A-R-L, Power & Attention

Explore a challenge or stuck situation through the lens of values, intention-action-reflection-learning, Power and Attention

The Opportunist in the SOS

Explore how the Opportunist shows in the Self, in your group/team and how it is triggered in the organization.

The Diplomat in the SOS

Explore how the Diplomat shows in the Self, in your group/team and how it is triggered in the organisation.

The Expert in the SOS

Explore how the Expert shows in the Self, in your group/team and how it is triggered in the organisation.

The Achiever in the SOS

Explore how the Achiever shows in the Self, in your group/team and how it is triggered in the organisation.

The Redefining in the SOS

Explore how the Redefining shows in the Self, and how you let it speak/act with others and in the system.

The Transforming in the SOS

Explore how the Transforming shows in the Self, and how you let it speak/act with others and in the system.

Triad Exploration Daily Check in and Reflection

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – Daily Check in and Reflection

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

3. Explore

Explore together the daily personal check in: setting an intention at the start of the day, and the daily reflection: reflecting on your day at the end of your day.

∞ How is it for you to be in the loop of daily check in and reflection?

∞ What have you noted in yourself, in this process?

∞ What do you want celebrate in this process?

Share: “I want to celebrate myself for...”

Triad Exploration Dialectical Thinking – View a peer holistically 1(2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Dialectical Thinking - View a peer holistically

A person, a peer, can be viewed in isolation. The lazy person, trying to avoid work. We all know that person. And the hero. The person always saving the day. And we all know that person. We may see these as extremes, as endpoints on a scale.

None of these two images are true. There is always a bigger whole to be considered. Context, structure, culture, norm, incentives that shape us. There are always smaller elements to be considered. E.g. inner figures, fear, longing, values, purpose... that shape us.

For this practice: find “your” lazy person or hero. This practice is designed for you to view that peer, a person, holistically.

Dialectical Principles (background):

Holism:

There is always a bigger whole to be considered. No thing can be viewed in isolation.

Dynamism:

Everything that exists is in constant motion and change. Always becoming what not already is, and leaving some of what it is behind.

Relationship:

Each and every thing is related in some way to something else. Those relationships give the thing its essence.

Transformation:

Significant change is occurring via movement of forms, in which the new form transcends and includes the former.

To evolve our dialectical thinking capabilities, we can explore the general process of dialectical thinking - the process of differentiation, elaboration, integration. To differentiate something from its whole. To elaborate this in different ways and finally to integrate the elaborations into a new coherent whole.

Dialectical thinking widens our ability to see, sense and make sense of our reality. This brings about a deeper understanding and renewed and wider perspectives.

In a world where everything is connected, interrelated and in constant movement, the dialectical thinking framework provides a way to make visible and talk about sometimes hidden aspects of reality.

Shannon & Frischherz describe in their book *Metathinking - The Art and Practice of Transformational Thinking*, how we can open up our dialectical thinking capabilities.

In a dialogue with Shannon & Frischherz, they describe that we are born with logical and dialectical sensemaking capacity. But, throughout the western educational system, the logical ways to think and experience the world are so dominant that our dialectical abilities are suppressed, or even partly forgotten.

Triad Exploration

Dialectical Thinking – View a peer holistically 2(2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Dialectical Thinking - View a peer holistically

Decide who is A, B & C. Sense into your field and connect in silence.

HOLISM - There is always a bigger whole to be considered. No thing can be viewed in isolation.

A: Explore the questions below.

B: Help A explore with opening, curious questions.

C: Listen, hold space.

2 min: - How is this person an integrated part of a bigger whole?

2 min: - Imagine the elements (inner figures, fear, triggers, longing) at play in this person. What do you see?

2 min: - How are these elements (inner figures, fears, triggers & longings) also represented and manifested in the structure of the larger whole?

2 min: - If any of the elements would change: how may the system change if that change were escalated?

1 min: C: What is most vividly alive in me, from listening to you is...

Thank each other <3

DYNAMISM - Everything that exists is in constant motion and change. Always becoming what not already is, and leaving some of what it is behind.

B: Explore the questions below. C Help B explore with opening, curious questions. A: Listen, hold space.

2 min: - How has the persona of this person emerged from past history?

2 min: - How is this person currently shifting?

2 min: - How is the ongoing change of this person held back or promoted?

1 min: A: What is most vividly alive in me, from listening to you is...

Thank each other <3

RELATIONS - Each and every thing is related in some way to something else. Those relationships give the thing its essence.

C: Explore the questions below. A: Help C explore with opening, curious questions. B: Listen, hold space.

2min: - How would you describe this persona through his/her relations?

2min: - How is your relation to this person related to something else that you see or that is happening in your life?

2 min: - If a dynamic in the relations were shifted, how could this affect the entire system if escalated?

1 min: B: What is most vividly alive in me, from listening to you is...

Thank each other <3

TRANSFORMATION - Significant change is occurring via movement of forms, in which the new form transcends and includes the former.

A, B & C Explore these questions together.

2 min: Are there any conflicts that might need to be overcome in order for what you observe to be transformed?

2 min: What crack opens in the conflicts, in which light can pour in, guiding to another future?

2 min: When you think about what you have described, what other thing or system might you integrate it with that may bring about its transformation?

Thank each other <3

Case Exploration

Co-sensing and co-awareness making in daily challenges (1/13)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Case Exploration – Co-sensing and co-awareness making in daily challenges

This practice is designed to guide you in an explorative format that we have seen helpful. Explore your daily challenges through different perspectives and frameworks. Or to explore the frameworks, to deeper integrate them. You may do it in a triad, in a pair or in a larger group. You may want to keep time. Or tailor the times to your needs. Proposed times may feel short when unused to this format. Also, note the depths we can reach in this short time!

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: “What stood out for me during this silence was...”

And, feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case (one case holder)

Who of you has a case: a situation, challenge, tension, relation... to offer for this exploration? Pick what seems to want attention. Envision it. Make it clear to yourself.

1 min: Case holder – share your case

Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

45 min: Co-exploration through different frameworks and lenses (the following pages)

Select one or a few frameworks from the following 12 pages. Use these to sense and create awareness in your case. You are not here to pursue solutions and answers. You are here to let awareness deepen and grow. And awareness is the initiator of all change! Have fun!

5 min: Harvesting and closure

1 min of silence: Let the silence make space to note in yourself “What do I bring from this? Insights, Fear, Curiosities, Questions to hold?”

2 min: Share: How was this process for me?

2 min: Check out with anything that wants to be shared.

1 min: Thank each other, and end in silence.

Case Exploration

Co-sensing and co-awareness making in daily challenges (2/13)

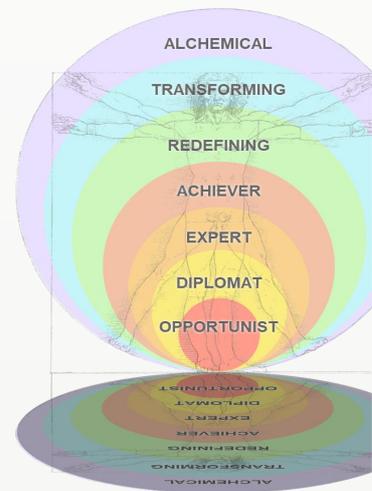
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CHANGING BUSINESSES
TRANSFORMING LIVES

Dialogue with your inner figures:

- What does your inner Opportunist say about the case?
- ... diplomat?
- ... Expert?
- ... Achiever?
- ... Redefining?
- ... Transforming?
- ... Alchemical?

See further guiding questions for each figure at the end...



4 Ways of Knowing:

- Sense into your case, in your 4 ways of knowing.
- What do you note in your mind? In your body? In your heart? In your soul?
- When listening to each other, share:
- What do you note in your mind, body, heart, soul?



Infinity 8:

Everything grows in a dance between longing and fear. In a polarity between expansion and resistance. Meeting the resistance/fear showing when we get in touch with our longing/aspiration is a path to growth.

Sense into your case.

Explore:

- What longing do you hold for your case?
- What longing can you sense in the system/situation?
- What fear / resistance / objections do you sense in yourself?
- What resistance and fear can you sense in the system/situation, holding your challenge back?

LONGING, INTENTION



THE EMERGING
SELF

FEAR, SHADOW
RESISTANCE

4 parts of speech

- In your case, how is the balance between Framing, Advocacy, Illustrating and Inquiry?
- How may you experiment with a different balance?
- How do you invite mutual exploration and listening?

FRAMING

SHAPING A SHARED REALITY. A DANCE IN THE INTERSECTION OF OUR DIFFERENT PERSPECTIVES.

ADVOCATING

COMMUNICATE YOUR POSITION. KEEPING MIND AND HEART OPEN FOR OTHER PERSPECTIVES.

ILLUSTRATING

AND ILLUSTRATE IT. USING THE HUMAN PREFERENCE TO CONNECT WITH IMAGERY.

INQUIRING

EXPLORE PERSPECTIVES TOGETHER. INVITE THE COLLECTIVE INTELLIGENCE. IF PART 1-3 IS THE PRELUDE, THIS IS THE SYMPHONY.

Case Exploration

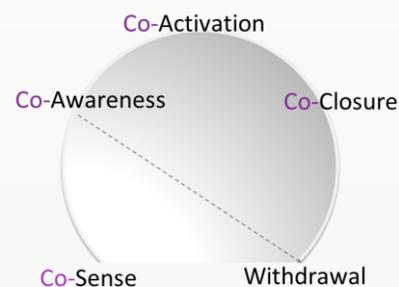
Co-sensing and co-awareness making in daily challenges (3/13)

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CHANGING BUSINESSES
TRANSFORMING LIVES

The Cycle of Co-Emergence:

- Sense into your case from the aspects of co-sensing, co-awareness, co-activation, co-closure and withdrawal: what do you see?
- How do you sense / co-sense?
- Where is there co-awareness? How can you invite it?



Norms & Values

- Sense into your case from your values. What becomes clearer?
- Which values are honoured? Which values are violated?
- What fear, from what inner figures, can you sense?
- What norms are holding you back? How can you bring those into co-awareness?
- What values are guiding you?

Holding a question

- How can you collectively hold a question on your case? With whom?
- How is it for you to hold a question?
- How is holding a question enriching your awareness?

Intention – Action – Reflection - Learning:

Guiding questions to use if you want:

- How clear, and shared is the Intention, the Why, in your case?
- How is action guided by the Intention?
- How do you structure reflection, to enable learning?
- How do you challenge assumptions/worldviews? How do you find hidden ones?

Power & Attention

- What kinds of force and power can you note?
- Where is the attention directed? What if attention were directed elsewhere?

Case Exploration

Co-sensing and co-awareness making in daily challenges (4/13)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

The field:

- How would you describe the field shaped by the Self, Other and System of your situation. What insight is born?
- What can you do to shape a field of mutuality?

Awareness Loops & Assumptions

- What assumptions do you hold in your case?
- In your case: are the general attention drawn to...
 - ...Single loop (doing things right, searching for new actions)?
 - ... Double Loop (doing the right things, searching for new approaches/strategies)?
 - ... Triple Loop (exploring what assumptions you hold, searching new worldviews)?

Your Gifts

- Your gift to the world is being you. Being all you are in every situation. You will never have to be anything more or anything else than what you are. But you do need to step in to your full self, being all you are in every moment. Your gift to the world is being you. Your gift to this system is being you. Your gift to your others is being you. Your gift to yourself is being you. With this gift comes a responsibility! A responsibility to be just that. Fully you. And to make aware and articulate what you sense, what you see, bringing that into the collective awareness. Showing what is possible.

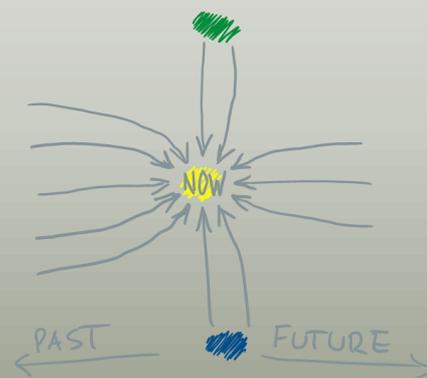
To enable for you to be all you can be together in this case, who does this case call for you to be?

- What are your gift to this case?

The golden moment of NOW

Guiding questions to use if you want:

- When are you?
- Where are you?
- What effect does that have on you? On others?



Case Exploration

Co-sensing and co-awareness making in daily challenges (5/13)

INTO THE NEW

ELEVATING LEADERSHIP
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Power

- What kinds of power are available for you.
- How can you use them to create connection, safety and alignment.
- What kinds of power are present on your situation?
- How can you initiate co-awareness of this?

Opp:

Unilateral thru force. To get it MY way.. Grabbing or avoiding power

Dipl:

Giving your power away. To stay included. Informal status is power.

Exp:

Unilateral thru facts and knowledge. Knowledge is power.

Ach:

Delegates but keeps control. Get “my” results. Formal role is power.

Red:

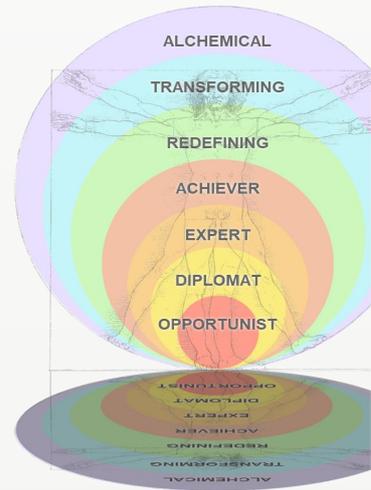
Mutual with inquiry. Dialogue, question and perspective is power.

Transforming:

Mutual through attention. co-emergence Attention, vision and shared purpose is power

Alch:

Power: Expanded presence. Presence and energy is power



the Power of Attention

What gets attention grows. Guiding our joint attention is a way to initiate co-awareness. And awareness is the initiator of all change...

Where is the attention in your challenge?

What is reinforced then? What is made possible?

What does not get space? What is not made possible?



Case Exploration

Co-sensing and co-awareness making in daily challenges (6/13)

INTO THE NEW

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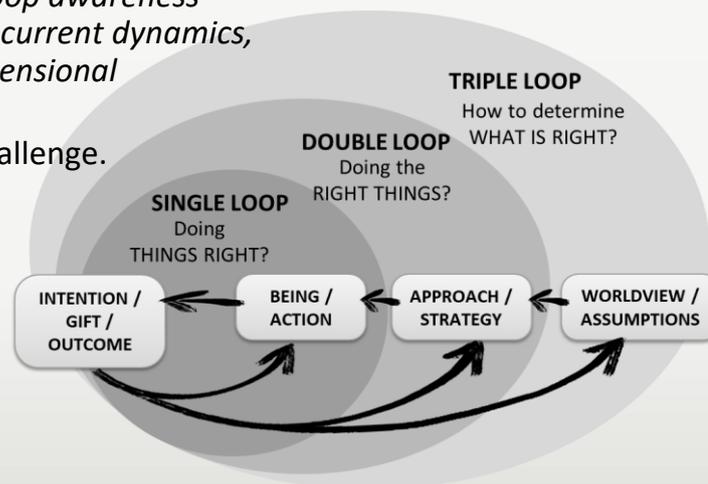
Longing and Fear

- What fear have you encountered in yourself today? How was it for you to meet that fear?
- What longing have you felt today?
- In your situation: what do you long for? What do 'others' long for? What does the 'system/situation long for?
- In your situation: What are you afraid of? What are 'others' afraid of? What is the system/situation afraid of? How is this fear holding the situation back?

Single- Double- Triple Loop Awareness.

If we can cultivate our silent listening, and triple loop awareness to our own actions, and to a team's and system's current dynamics, we can harness the human equivalent of multidimensional nuclear power.

- What kinds of awareness do you note in your challenge. How is the balance?
- What gets you into single loop?
- What enables double loop?
- How can you open up for triple loop awareness, at all times?



Dialectical THinking

- Wiew your case through the perspectives of dialectical thinking. What unfolds?

Holism

There is always a bigger whole to be considered.
No thing can be viewed in isolation.

Dynamism

Everything is in constant motion and change
always becoming what not already is and leaving some of what it is behind.

Relationship

Each and every thing is related in some way to something else.
Those relationships give the thing its essence.

Transformation

Significant change is occurring via movement of forms,
in which the new form transcends and includes the former.

Case Exploration

Co-sensing and co-awareness making in daily challenges (7/13)

INTO THE NEW

ELEVATING LEADERSHIP
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Organisational Fear.

When we are triggered in a fear, we are held back from being our full selves. We are held back from being fully creative, cooperative, empathetic and from taking different perspectives. We are held back from growing in interaction with others. Being held back from being fully alive!.

FEAR...

- ... fear is no longer fearful
- ... not being able to make enough difference for the many
- ... what to meet looking into myself
- ... what to see looking into the system
- ... not fitting in this system
- ... not being enough / living up to standards
- ... not having enough time
- ... not developing / growing / advancing
- ... failure / being wrong / not knowing
- ... not being viewed as the expert
- ... conflict / being rejected
- ... not belonging / being a part of...
- ... not being safe / in control
- ... loss of personal freedom

LONGING ...

- ... transcendence
- ... transformation of self and system
- ... challenging the status quo
- ... finding deeper meaning
- ... creating value, together
- ... growth
- ... being loved and appreciated for who I AM
- ... understanding 'the models describing the world'
- ... being certain
- ... to be included
- ... to rest in being a part of the group
- ... to be me, to be free, unconstrained
- ... to be safe



What fear can you sense in yourself in your challenge?
 What fear is triggered in your challenge? In the system? What longing?
 What fear can you see in the system? What longing?

4 Levels of Listening:

Sense into your case.

Explore:

- When you look at your case from 4 levels of listening, what do you see?
- What trigger you away from level 3 (open heart)?
- What can help open up for level 3 listening (open heart)?
- How can you start to listening with an open will (lvl 4) in your case? To the future that wants to emerge.

1 CLOSED MIND

NOT OPEN FOR INPUT

2 OPEN MIND

OPEN FOR FACTUAL INPUT

3 OPEN HEART

TRYING TO SEE THE WORLD THROUGH THE EYES OF THE OTHER

4 OPEN WILL

LISTENING TO THE FUTURE THAT WANTS TO EMERGE

Case Exploration

Co-sensing and co-awareness making in daily challenges (8/13)

INTO THE NEW

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TRANSFORMING LIVES

Creating Space

To dare to meet ourselves. To dare to meet each other. To dare to meet the ever-changing world. To dare to be in the unknown surrounding us at all times. We need a safe, holding environment. From that – anything can grow.

View your case:

- How is the holding environment?
- How can you direct the attention to the importance of a safe space?

Constructs

Our constructs, the lenses we view our world through, determines what is possible and not. When we spot them, they can start to fall. To make room for new ones. Once a construct falls, we are liberated. Entering a space of greater possibility.

View your case:

- What constructs may you hold about your case? (What do you “know” is true.)
- Imagine letting these go:
 - What may open? (Upper 8).
 - What resistance/fear show (lower 8)
- What collective constructs may exist in the system?
- How can you direct the attention to these, opening for co-sensing/co-awareness of something new?

Attachment

Letting go of an attachment opens up new possibilities, new ways, to new possible outcomes. It can also make visible fear and resistance. Letting go of attachment to something that is still deeply important to us can be a beautiful dance.

View your case:

- What attachment do you hold for your case? (outcomes, identity, power, role, status...)
- What collective attachments can you sense?
- Imagine letting these go:
 - What may open? (Upper 8) - What resistance/fear show (lower 8)
- How can you embrace and meet the fear?
- How can you direct attention to these attachments, to open up new ways?

Case Exploration

Co-sensing and co-awareness making in daily challenges (10/13)

INTO THE NEW

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Embodied Sensing

B and C - hold space for A.

3 min: B or C guide A in the following:

“Listen deeply: Listen to your deeper self. Let the whispers of your inner alchemical sound.

Listen for an image, a feeling and a sculpture coming to you in the light of that question.

Who are you?

...

How does your full Self manifest as particle and light?”

...

A: Share (B and C : pay attention to your own inner experience, while taking in A)

1 min: Image. (Return to silence)

1 min: Feelings. (return to silence)

1 min: The sculpture that wants to show itself.

Hold the sculpture.

1 min:

B & C: Having taken in A:s image, feelings and sculpture, let your own sculpture emerge. How does your body want to respond?

B and C:

1 min each: I see... I feel... What caught my attention was...

Return to silence. And to the sculpture.

A: Share: I see... I feel... What caught my attention was...

1 min:

Individual harvesting.

Having been part of this process together, what do you see in yourself, about yourself? Insights,

fear, questions. How does your full Self manifest as particle and light?

Thank each other.

Let go of this experience, of this sculpture, of this energy. Shake it off.

Case Exploration

Co-sensing and co-awareness making in daily challenges (11/13)

INTO THE NEW

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The STUCK Theatre - (approx. 20 - 30 min, 3-4 persons per team)

Roles: Case Holder : Hold your case, clear to yourself, but do not share it with the players.

Players : Help gain insight on the case, by acting on the directing from the case holder.

Setup : A cleared space large enough for 4 people to move freely in relation to each other.

1. Create the space

As facilitator, an important role is to create the space. Brief the practice process. Tell about the MA. The space in between. The pauses, enabling listening to the body. (MA being a central part of Japanese art, dance and theatre.)

Warm up connecting to your body. Sense in and move, listening to your body's desire to move. Let your body be the guide, let your mind be the executor of the body's will. (Reversed from how we usually move)
We often guide the team:

Open your mind for the future that wants to emerge: let go of prejudice and pre-concieved truths.

Open your heart for the future that wants to emerge: let go of fear, embrace your fear.

Open your will for the future that wants to emerge. Let you body guide you.

2. Sculpture 1

Case holder: Sculpture your own experience of the current, using your body.

Then, direct the players to illustrate the forces of the current situation. Work with distances, levels, directions & postures.

Continue modifying until you sense the sculpture is complete.

ALL: In silence, stay present to your own experience while sensing into the field

3. Sense in and share your experience

While holding your pose – Sense in to and share YOUR experience and share:

“I see...” and “I feel...” Case holder goes last.

4. Sculpture 2

ALL in silence:

From your present cantered awareness, listening to your body. Start moving in silence as the body wants to move. Listening for the next true move.

Let the emerging movements create a sculpture 2. Listen to the experience, to the body. to the field. Allow for the MA.

In silence, continue sensing and moving until no more moves want to shape: the sculpture is complete.

Experiment and let this take time

5. Sense in and share your experience

While holding your pose – Sense in to and share YOUR experience and share:

“I see...” and “I feel...” Case holder goes last.

6. Debrief

Start the debrief with sharing: What stood out for med was.... Case holder goes last.

The debrief the experience as the dialogue unfolds. Case giver: share insights, and new perspectives.

7. Individual reflection

1 minute of silent reflection. What stood out for you? How does this speak to you, in your life? Open yourself for the subconscious processes taking shape.

8. Thank each other.

Let go of the experience. Shake it off. Leave it back to the field.

Case Exploration

Co-sensing and co-awareness making in daily challenges (12/13)

INTO THE NEW

ELEVATING LEADERSHIP
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The Opportunist

What triggers fear of the Opportunist in your case?

- Fear of not being safe.
- Fear of not being in control of own situation.
- Fear of not getting ones needs met.
- Fear of losing one's personal freedom.

What longing and gifts does the Opportunist hold for your case?

What would increase the safety of our inner Opportunist?

The Diplomat

What triggers fear of the Diplomat in your case?

- Fear of conflict, of not belonging, of being rejected, an us vs them attitude.

What longing and gifts does the Diplomat hold for your case?

What would increase the safety of our inner Diplomat?

The Expert

What triggers fear of the Expert in your case? :

- Fear of failure, not knowing, being wrong, net being valued as an expert.

What longing and gifts does the Expert hold for your case?

What would increase the safety of our inner Expert?

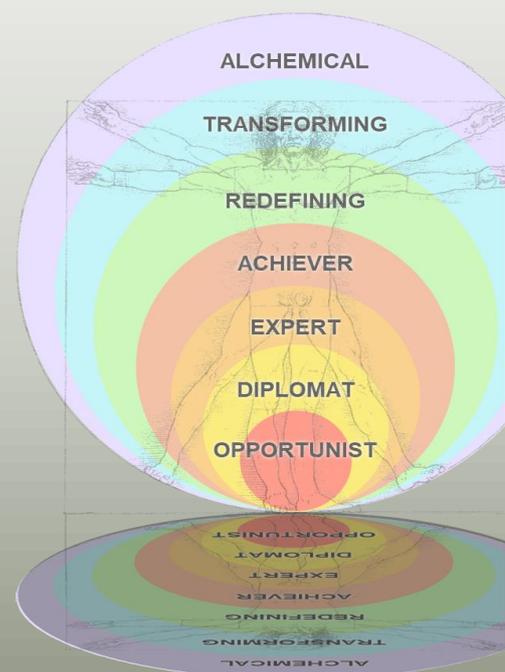
The Achiever

What triggers fear of the Achiever in your case?

- Fear of not being enough
- Fear of not performing
- Fear of not developing / growing
- Fear of not living up to standards (yours or others)

What longing and gifts does the Achiever hold for your case?

What would increase the safety of our inner Achiever?



Case Exploration

Co-sensing and co-awareness making in daily challenges (13/13)

INTO THE NEW

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The Redefining

What triggers fear of the Redefining in your case?

- Fear of what to see?
- Fear of challenging the system?
- Fear of dismissal?

What longing and gifts does the Redefining hold for your case?

What would increase the safety of our inner Redefining?

The Transforming

How can you involve and appreciate all the inner figures?

How can you direct attention as power?

How can you use the power of vision? Purpose?

How can you enable co-sensing & co-awarenessmaking?

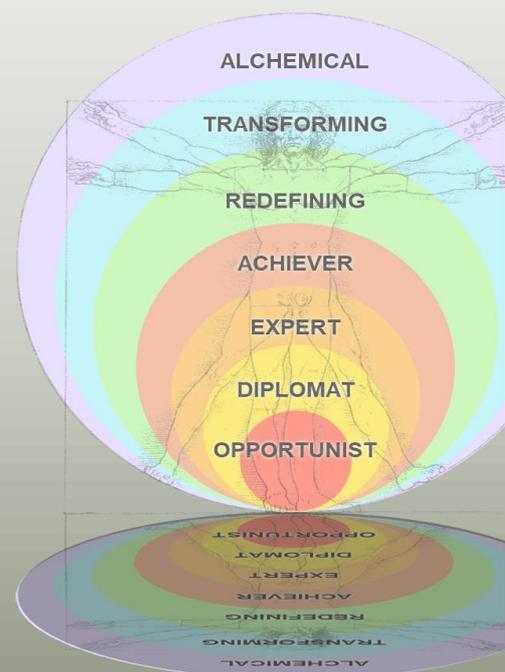
The Alchemical

How can you help the system see itself?

How can you direct attention to what flows?

How can you enable that which wants to grow to grow?

How can you shape a field of opening?



Explore your inner figures Co-exploration (1/4)

INTO THE NEW

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Explore your inner figures - Triad Exploration

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: "What stood out for me during this silence was..."

And... feel free to also check in with what else is present in you, that you wish to share.

11 min: Opportunist in the SELF

5 min: Explore together the situations where you as individuals have noted early signs of your Opportunist having been triggered?

Where you have...

- ... been blaming others for your experience or how you feel?
- ... been avoiding authority, to get it your way?
- ... been egocentric – "as long as I get", without concern for others?
- ... been feeling unsafe?
- ... taking power or using power with force – "...because I say so"?
- ... been going for short term wins or immediate fun without concern of long-term consequences?

5 min: Explore together your different ways to meet and hold your triggered Opportunist?

1 min: Thank each other. Let one minute of silence shift your awareness.

11 min: Diplomat in the SELF

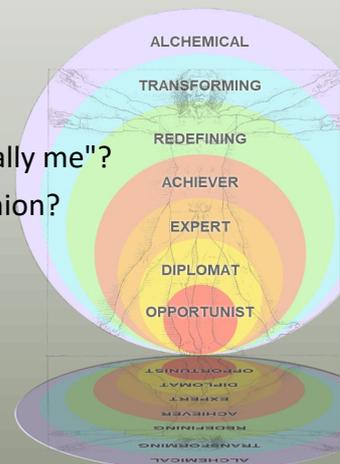
5 min: Explore together the situations where you as individuals have noted early signs of your Diplomat having been triggered?

Where you have been...

- ... holding back yourself, your opinions or ideas?
- ... talking in clichés or changing subject to avoid tension?
- ... talking badly of others, groups or individuals (to bond with someone(s))
- ... seeking approval from the high-status individual?
- ... feeling anxiety / fear of not being included, belonging, part of?
- ... adapting to norms / values / behaviours of a group, afterwards realising "that was not really me"?
- ... given away your power, "I don't know. What do you think?" even though you had an opinion?

5 min: Explore together your different ways to meet and hold your triggered Opportunist?

1 min: Thank each other. Let one minute of silence shift your awareness.



Explore your inner figures

Co-exploration (2/4)

INTO THE NEW

ELEVATING LEADERSHIP
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11 min: Expert in the SELF

5 min: Explore together the situations where you as individuals have noted early signs of your Expert having been triggered?

Where you have been...

... so focused on what you know, that you don't really listen to others?

... micromanaging – since you know how to do things right?

... fighting to win an argument with facts and data?

... found yourself in a “facts-against-facts” discussion or argumentation?

... dismissed others using facts or references to specialists, to find the **right** way forward?

... held back from sharing an idea or thought, because it is not ready?

... neglected feedback or ideas from someone because they don't have the same deep knowledge as you do?

... felt fear of showing yourself vulnerable?

... been afraid of not knowing the answer?

5 min: Explore together your different ways to meet and hold your triggered Opportunist?

1 min: Thank each other. Let one minute of silence shift your awareness.

11 min: Achiever in the SELF

5 min: Explore together the situations where you as individuals have noted early signs of your Achiever having been triggered?

Where you have...

... felt the need to perform, optimize and deliver, on the cost of human connection or human needs. Maybe thinking "Only this time..."

... not really listened, because you know the way forward, the plan?

... not taken the time to invite more perspectives, because you have a set agenda, a goal to reach, a decision to make...

... felt that you're not enough. That you're not being enough in who you are?

... worried of not living up to your own or others' standards or expectations?

... felt a worry for not developing, not growing?

... felt a worry for not advancing? Not getting more...

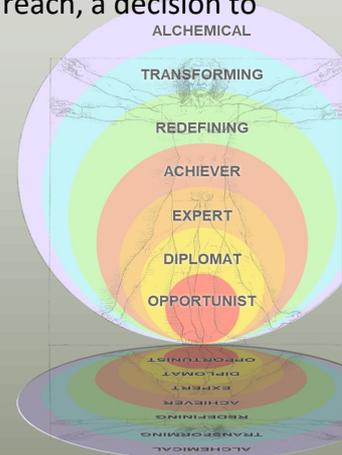
... been chasing time? Stressing about not getting done all you must do.

... used your formal role (with force) to get it your way?

5 min: Explore together your different ways to meet and hold your triggered Achiever?

1 min: Thank each other. Let one minute of silence shift your awareness.

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Explore your inner figures

Co-exploration (3/4)

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11 min: the Redefining in SELF

5 min: Explore together the situations where you as individuals have noted your Redefining:

i. in hiding

Self: Have you held back or avoided deeper exploration of aspects you note in yourself?

Other / System: Have you held back or avoided to share or speak of "a crack" that YOU note with others or in the system?

ii. in action:

Other / System:

Have you actively questioned the status quo, the current, with the intention of seeking co-awareness with others?

5 min: Explore together your different ways to meet and hold your triggered Redefining?

1 min: Thank each other. Let one minute of silence shift your awareness.

11 min: the Transforming

5 min: Explore together how you continuously listen to and hold dialogue with all your inner figures.

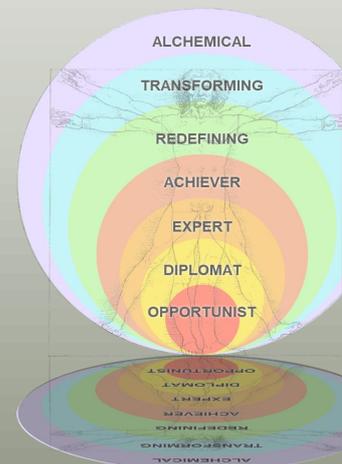
5 min: Explore together

Your gift to this world is being YOU! All of you!

- How do you open to let go of constructs & attachments holding you back from being more of you?
- How do you meet and heal your inner fear, liberating you to be more you.
- How do you listen for guidance in line with your intention or purpose?
- How do you embrace emergence, letting the next step unfold over and over, holding the plan lightly?

5 min: Explore together your different ways to meet let your Transforming get space?

1 min: Thank each other. Let one minute of silence shift your awareness.



Explore your inner figures Co-exploration (4/4)

INTO THE NEW

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17 min: the Alchemical SELF

11 min:

Explore and share the range of your non-cognitive life experiences in your triad. We all have them. Sometimes we don't pay attention, though.

Intuition,

Intuitive guidance/knowing in strong present centred awareness,

gut feeling,

experience from 'beyond the veil',

extraordinary events,

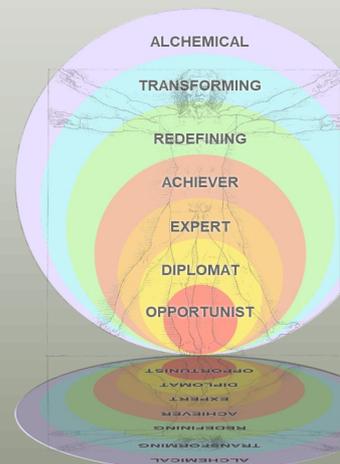
non-linear time,

events holding symbolic meaning / guiding,

deep/spiritual connections with others/nature...

5 min of silence: Note what the silence brings, in the light of the exploration.

1 min: Thank each other. Let one minute of silence shift your awareness.



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Triad Exploration

The Opportunist in the SOS

INTO THE NEW

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Triad Exploration – The Opportunist in the SOS

1 min: Meet in silence. Note your mind, body, heart, soul.

1,5 min: (30s each): Share: “What stood out for me during the minute of silence was...”

EXPLORATION 1 (30 min is a good start)

SELF : Share: when have you as individual noted early signs of your Opportunist being triggered?

- What internal (in self) and external (in others & system) events / circumstances can you note that may have caused the triggering?

OTHER : When do you experience Opportunistic dynamics or behaviours in your team, or group?

- What internal (in self) and external (in system) events / circumstances can you note that may have caused the triggering?

SYSTEM: When do your system / organisation trigger the Opportunist, or awaken opportunistic fear?

- What internal & external (in others, in system and in larger system) events / circumstances can you note that may have caused the triggering?

Opportunist triggering signs:

- ... blaming others for your experience or how you feel?
- ... avoiding authority, to get it your way?
- ... egocentric – "as long as I get", without concern for others?
- ... feeling unsafe?
- ... taking power or using power with force – “...because I say so”?
- ... going for short term wins or immediate fun without concern of long-term consequences?

Opportunist fear:

- ... Not being safe.
- ... Not being in control of own situation.
- ... Not getting my needs met.
- ... Loosing my personal freedom.
- ... Not being allowed/able to be fully who I am.

EXPLORATION 2

5 min: Explore together your different ways to meet and hold your triggered Opportunist?

5 min: Explore together: What needs to exist to not trigger Opportunistic dynamics or fear in your teams (other) and systems?

<3 Thank each other <3 And love yourself. And others.

Triad Exploration The Diplomat in the SOS

INTO THE NEW

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Triad Exploration – The Diplomat in the SOS

1 min: Meet in silence. Note your mind, body, heart, soul.

1,5 min: (30s each): Share: “What stood out for me during the minute of silence was...”

EXPLORATION 1 (30 min is a good start)

SELF : Share: when have you as individual noted early signs of your Diplomat being triggered?

- What internal (in self) and external (in others & system) events / circumstances can you note that may have caused the triggering?

OTHER : When do you experience Diplomatic dynamics or behaviours in your team, or group?

- What internal (in self) and external (in system) events / circumstances can you note that may have caused the triggering?

SYSTEM: When do your system / organisation trigger the Diplomat, or awaken Diplomatic fear?

- What internal & external (in others, in system and in larger system) events / circumstances can you note that may have caused the triggering?

Diplomat triggering signs

- ... holding back yourself, your opinions or ideas?
- ... talking in clichés or changing subject to avoid tension?
- ... talking badly of others, groups or individuals (to bond with someone(s))
- ... seeking approval from the high-status individual?
- ... feeling anxiety / fear of not being included, belonging, part of?
- ... adapting to norms/values/behaviours of a group, then realising "that was not really me"?
- ... given away your power, "I don't know. What do you think?" even though you had an opinion?

Diplomat fear

- Conflict.
- Being rejected.
- Not belonging/ not fitting in.
- Not being liked / not being a part of

EXPLORATION 2

5 min: Explore together your different ways to meet and hold your triggered Diplomat?

5 min: Explore together: What needs to exist to not trigger Diplomatic dynamics or fear in your teams (other) and systems?

<3 Thank each other <3 And love yourself. And others.

Triad Exploration The Expert in the SOS

INTO THE NEW

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Triad Exploration – The Expert in the SOS

1 min: Meet in silence. Note your mind, body, heart, soul.

1,5 min: (30s each): Share: “What stood out for me during the minute of silence was...”

EXPLORATION 1 (30 min is a good start)

SELF : Share: when have you as individual noted early signs of your Expert being triggered?

- What internal (in self) and external (in others & system) events / circumstances can you note that may have caused the triggering?

OTHER : When do you experience Expert dynamics or behaviours in your team, or group?

- What internal (in self) and external (in system) events / circumstances can you note that may have caused the triggering?

SYSTEM: When do your system / organisation trigger the Expert, or awaken Expert fear?

- What internal & external (in others, in system and in larger system) events / circumstances can you note that may have caused the triggering?

Expert triggering signs

- ... so focused on what you know, that you don't really listen to others?
- ... micromanaging – since you know how to do things right?
- ... fighting to win an argument with facts and data?
- ... “facts-against-facts” discussion or argumentation?
- ... dismissing others using facts or references to specialists, to find the **right** way forward?
- ... held back from sharing an idea or thought, because it is not ready?
- ... neglected feedback or ideas from someone because they don't have the same deep knowledge as you do?

Expert fear

- ... not knowing / being wrong.
- ... failure / showing yourself vulnerable
- ... not being listened to / not being seen as the expert

EXPLORATION 2

5 min: Explore together your different ways to meet and hold your triggered Expert?

5 min: Explore together: What needs to exist to not trigger Expertic dynamics or fear in your teams (other) and systems?

<3 Thank each other <3 And love yourself. And others.

Triad Exploration The Achiever in the SOS

INTO THE NEW

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Triad Exploration – The Achiever in the SOS

1 min: Meet in silence. Note your mind, body, heart, soul.

1,5 min: (30s each): Share: “What stood out for me during the minute of silence was...”

EXPLORATION 1 (30 min is a good start)

SELF : Share: when have you as individual noted early signs of your Expert being triggered?

- What internal (in self) and external (in others & system) events / circumstances can you note that may have caused the triggering?

OTHER : When do you experience Expert dynamics or behaviours in your team, or group?

- What internal (in self) and external (in system) events / circumstances can you note that may have caused the triggering?

SYSTEM: When do your system / organisation trigger the Expert, or awaken Expert fear?

- What internal & external (in others, in system and in larger system) events / circumstances can you note that may have caused the triggering?

Achiever triggering signs

... need to perform / deliver, even on the cost of human relations or needs. Maybe thinking "Only this time.."

... not really listening, because you know the way forward, the plan?

... not taken the time to actually invite more perspectives, because you have a set agenda, a goal to reach, a decision to make... (maybe somewhere reflecting on that another perspective may add to the solution, but you don't have time...)

... felt that you're not enough. That you're not being enough in who you are?

... worried of not living up to your own or others' standards or expectations?

... felt a worry for not developing, not growing. not advancing, not getting more...

... been chasing time. Stressing about not getting done all you must do.

... used your formal role (with force) to get your way

Achiever fear

... not performing

... not living up to mine or others' standards

... not advancing

... not being enough

EXPLORATION 2

5 min: Explore together your different ways to meet and hold your triggered Expert?

5 min: Explore together: What needs to exist to not trigger Expertic dynamics or fear in your teams (other) and systems?

<3 Thank each other <3 And love yourself. And others.

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Triad Exploration The Redefining in the SOS

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Redefining in the SOS

1 min: Meet in silence. Note your mind, body, heart, soul.

1,5 min: (30s each): Share: “What stood out for me during the minute of silence was...”

10 min: Self

Explore together situations where you as individuals have noted your Redefining.

i. Redefining:

How do you view yourself from the “Balcony perspective”, exploring your inner dynamics? What do you see?

When have you been stuck in the redefining? Stuck in reflection, questioning, adding perspectives?

1 min: Thank each other. Let one minute of silence shift your awareness.

10 min: Other/ System

Have you held back or avoided to share or speak of "a crack" that YOU note with others or in the system, due to resistance from others or due to restricting norms or culture: where you feel that you could have created more value “for the many” but avoid to address it?

1 min: Thank each other. Let one minute of silence shift your awareness.

10 min: Redefining in action

System:

How have you actively questioned the status quo, the current, with the intention of seeking co-awareness with others?

How have you spotted cracks in the system, and initiated dialogue around them, to create more value for the many?

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration The Transforming in the S O S

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Transforming in the SOS

1 min: Meet in silence. Note your mind, body, heart, soul.

1,5 min: (30s each): Share: “What stood out for me during the minute of silence was...”

10 min: SELF

Explore together situations where your inner Transforming has been guiding you.

When have you...

- ... embraced that no one sees the world, and explored what opens in that?
- ... experienced the embrace of paradox as generative, opening for constructs to fall and new to emerge?
- ... been deeply present, witnessing your filters and Constructs as reality unfolds through them?

5 min: Explore together what context is enabling your inner Transforming to guide you.

1 min: Thank each other. Let one minute of silence shift your awareness.

10 min: OTHER

When have you...

- ... consciously used attention as power, conducting the collective awareness to unfold new steps forward?
- ... shared your meta systematic awareness of e.g. recursive patterns through layers, the dance between systems, collaboration of collaborations or the thought of thoughts, to help create co-awareness on a more complex level?

5 min: Explore together what context is enabling your inner Transforming to guide you, and what context that enables you to collectively act from Transforming.

1 min: Thank each other. Let one minute of silence shift your awareness.

10 min: SYSTEM

When have you...

- ... created space and systems where people with different centres of gravity are enabled to commit to the same purpose in a post-heroic scaffold?
- ... co-shaped a system where the purpose actively guides decision making?
- ... co-shaped a system with liberating structures for people to grow?
- ... co-shaped the organisation as a relational system where human meetings and connection is a main driving force for the organisation?



Connecting Practices To Shape a holding space

We note a huge longing out there, A longing for connection. For actually meeting. We also see that when we take time to meet and connect, wonders are created. And in the end, we save time.

The practices in this section are designed to enable just that. Help you create connection and meetings in your group/team. To help you put aside time for this. To save time.

Many of the leaders we know from our programs and trainings use them regularly to build the foundation for any team/group to grow by human centric means.



With Love
Karin and Niklas





Creating Space

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

We often get the question: “What is the most important thing to make a team function and perform really, really well?”

Our response to that question is: The space. A holding environment. Where people can actually meet and connect. To the level and depth that makes them feel alive. Truly alive. And to let that space deepen as the individuals and the team evolves. To enable a deepened journey.

Any practice applied as “A procedure just for the sake of its outcomes” are very likely to not give those anticipated outcomes, at least not lasting over time.

We have seen teams succeeding. But when the space is not safe enough, when the holding environment is not fully there, when life is not alive enough, that success always comes to an end, sometimes abruptly so, when things change.

We have also seen teams being able to succeed over time, in a changing environment, in a way that make both results and the individual team members grow. The holding space has been a key. A desire to meet and connect. To explore together. In a space that is safe. Safe to be “naked” in. Safe to fail in. Safe to be vulnerable in. Safe to be proud in. Safe to win in – together.

But HOW?

It may seem an impossible task to help shape that space. But it is actually not that hard. The key is to have courage to try. To be honest with the intentions. And to play together.

The most important thing is for you to be... YOU! Fully you. Without filters and masks. And to prioritize connection. To make space for it. To give it time.

To help you, we have collected connecting practices in this section. For you to play with.

Many, many of the brave leaders we know use these with their teams/groups, and are hugely appreciated for that.

Contents

Connecting Practices

Headlines and Descriptions (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

One minute of silence + sharing (group, 3 min)

Beautiful check in, to give space to get present, and to start together from that presence.

4 ways of knowing (group, 3 min +)

Checking in with your full being. With all your sensory inputs. Strengthens presence and intuition over time.

Practice Noticing (pairs, 4 min]

Beautiful practice to shape connection between peers. To note, and to be noted is strong!

I AM (pairs, 5 min)

Surprisingly powerful practice to get to know someone. Don't be afraid to repeat it over time.

Inquiry (pairs, 5 min)

A practice that can be very strong, and deeply connecting. Allowing for everyone to chose depth of sharing.

When I meet you with an open heart (pairs, 5 min)

A beautiful practice for a team to realise the power of meeting with an open heart. Both others and oneself.

Share something positive in pairs (pairs, 3 min +)

Super simple connecting practice. But don't let the simplicity fool you... There is power in simplicity.

Sentence stem sharing (pairs, 4 min +)

Another simple practice that is surprisingly connecting.

Appreciative Written Feedback (group, 15 min +)

A practice that have made teammates cry in gratitude

1-3-All (group, -)

The 1-3-All process is a beautiful, very simple practice to bring a wider range of perspectives into any conversation

Values Pracite #1 (triad, 20 min)

A beautiful way to listen to, and explore the values of a peer. And to feel really listened to.

Values Pracite #2 (triad, 24 min)

This lovely practice shapes a beautiful sense of really being seen. And often brings new insight.

The Curiosity Game (pairs, 20 min)

A playful, and beautifully connecting practice for groups of any size, done in pairs, to shape a connected space. Very useful as a start of a larger workshop.

Contents

Connecting Practices

Headlines and Descriptions (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Exploring with questions (triad, 15 min)

A practice in opening dialogue. And a really opening practice. Exploring a questions only opening with new questions and curiosities.

Cycle of Experience (pair/triad, 30/40 min)

Shape awareness of the internal cycle of experience. How all action stems from aware or unaware choices of activation. And how we all carry open figures consuming energy, and what we may need to close these and make that energy available

The Golden Moments of Now (triad, 11 min)

Co exploration of the now, and what takes us away from the now. This practice is both connecting, and give insight on a personal and group level

Our Field (group, 11 min)

Explore the field that we create together. And realize we all sense it very similarly.

Exploring Longing and Fear (pairs, 12/17 min)

Explore what fear and longing you have felt today, and how it was to meet that fear/longing. This will open a space for human-to-human connection. Add a full group debrief if you want.

Explore the Polarity of Longing and Fear (pairs, 18 min)

Explore the resistance felt when connecting to your longing, and your curiosity of the polarity of longing and fear/resistance. Potentially deepening and opening exploration.

One thing I love about myself... (triad, 10 min +)

Explore to express what you love about yourself. Simply beautiful, and bond shaping practice

Emotional Journey (triad, 24 min)

Connect with a peer and explore an emotional journey together, sharing events from life. A potentially deep meeting guaranteed to bring people closer together..

Connecting Practices (#1)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Connecting Practices

In these pages we have collected practices shaping connection. Holding the potential of opening an authentic space. To let participants get a little bit closer to each other. All of these are beautiful to use in a team, workgroup, or to shape the space as a start of a larger workshop.

One minute of silence + sharing (3 min)

Beautiful check in, to give space to get present, and to start together from that presence.

1 min: Start with one minute of silence, to leave what you need to leave outside this room and get present to this meeting with all of yourself.

1,5 min: Share in triads (30 s each): what stood out for you during the minute?

4 ways of knowing (3 min +)

Checking in with your full being. With all your sensory inputs. Strengthens presence and intuition over time.

Share individually, or in groups of three if big meeting:

- | | | |
|------------------|----|----------------------------|
| - My mind is... | | My mind is longing for... |
| - My body is... | OR | My body is longing for... |
| - My heart is... | | My heart is longing for... |
| - My soul is... | | My soul is longing for... |

Add on: 1-3-All dialogue: What stands out in what I hear? Themes? What does that say about us?

Practice Noticing (4 min]

Beautiful practice to shape connection between peers. To note, and to be noted is strong!

[Pairs A&B, 2 rounds]

2 min x 2:

A: Share everything you note about B.

(I see that you..., I note you... I see your...)

B: Be present, in silence, and note

YOUR inner experience while A shares.

Thank each other. <3 Switch roles

Fantastic Add-on: 1 min x2:

Before Switching roles,

A: Share YOUR inner experience when sharing what you note in B.

B: Be present, in silence, and note YOUR inner experience while A shares

I AM (5 min)

Surprisingly powerful practice to get to know someone. Don't be afraid to repeat it over time.

[Pairs: A & B, 2 rounds]

A share for 2 minutes: "I am..." "I am..." "I am..."

B listens in silence.

Switch roles.

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Connecting Practices (#2)

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Inquiry (Pairs, 5 min)

A practice that can be very strong, and deeply connecting. Allowing for everyone to chose depth of sharing.

[Pairs: A & B, 2 rounds]

B asks A: What are you longing for?

A: respond.

B: Thank you. What are you longing for?

A: Respond

...and repeat for 2 minutes. Then switch roles. - What are you afraid of?

Try altering the question with e.g:

- What you do you bring today?

- What do you leave behind?

- What you is being born?

When I meet you with an open heart (Pairs, 5 min)

A beautiful practice for a team to realise the power of meeting with an open heart.

Both others and oneself.

[Pairs: A & B, 2 rounds]

For 2 minutes:

A share: "When I meet you with an open heart..."

"When I meet you with an open heart..."

B listens in silence.

Switch roles.

Recommended add on:

After the first round, do a second on the stem:

"when you meet me with an open heart..."

And a third:

"When I meet myself with an open heart.

Share something positive (Pairs, 3 min +)

Super simple connecting practice. But don't let the simplicity fool you... It is powerful.

[Pairs: A & B, 2 rounds]

A share something positive

B listen in silence.

B: after listening to A sharing, share back

"When listening to you I feel... "

OR

mirror back: "What I heard you say is..."

Switch roles.

A : "What becomes clear as you mirror me

Sentence stem sharing (Pairs, 4 min +)

Another simple practice that is surprisingly connecting.

[Pairs: A & B, 2 rounds]

A: Start to talk based on one of the following sentence stems.

- What I think you think about me is...
- Something I'm afraid to share with you is...
- Something most people don't know about me is...
- My heart is...
- My relationship to anger is...
- What I love myself for is...

B: Listen with an open heart.

After 2 minutes Thank each other <3 Switch roles and start over

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Connecting Practices (#3)

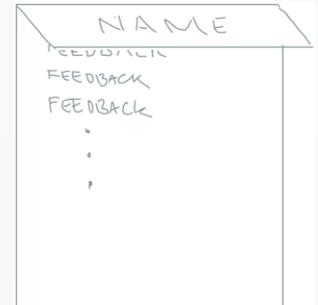
INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Appreciative Written Feedback (Group, 10 min +)

A practice that have made teammates cry in gratitude.

1. Everyone: write your name on a folded blank paper as the figure shows.
2. Everyone, send the paper to the person to the left.
3. Write something you appreciate about the person named on the top of the paper. Fold the top down to cover what you have written. Only the feedback receiver gets to read.
4. Let all papers go round the table, until everyone has their own paper. Keep them folded!
5. At the same time, open your papers. Read what is written. Open up for voluntary sharing.
6. Reflect together: "What happened in the room when you shared positive things with each other?"



1-3-All

The 1-3-All process is a beautiful, very simple practice to bring a wider range of perspectives into any conversation. Letting everyone find their own voice and perspective, letting everyone be heard and explore that perspective with others enables sharing a wider range of perspectives in the full group.

- 1- Think individually for 30s to 1 min (to find your voice, and not be sidetracked into someone else's thoughts)
- 3- Share in triads. (to explore that voice with others, create connection and build on each other.)
- All – Share in full group. (either freely, or the distilled triad dialogue)

Values Practice #1 (Triad, A, B, C, 3 rounds; 20 min)

A beautiful way to listen to, and explore the values of a peer. And to feel really listened to.

- i. Silent, guided reflection for all to find a situation where you have been fully alive. Fully you. Fully free.
 - ii. 3 min: A share the situation; B&C listen with an open heart ...
 - iii. 4 min: B&C: Keep a dialogue about what seem to be important values for A.
 - iv. 2 min: A: Share what has been ignited, gotten clear in you.
- Thank each other <3 Switch roles.

Values Practice #2 (Triad, A, B, C, 3 rounds; 24 min)

This lovely practice shapes a beautiful sense of really being seen. And often brings new insight.

- i. 3 min: A: Share your 3 most precious values, and what they mean to you.
 - ii. 4 min: A: Turn your back toward B & C. Listen in presence.
B & C: Hold a dialogue about A.
What do you hear? What do **you** feel? Sense? What is awakened in **you** hearing A share...?
 - iii. 1 min: A: Reflect: What insights do I make about myself?
- Thank each other. <3 Switch roles.

Connecting Practices (#4)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

The Curiosity Game (group, in pairs, 20 min)

If you haven't tried the curiosity game, you just need to. It is a beautiful practice to create connection and energy in any group. We often use it as a start of a longer workshop or session to shape the connective energy and open up for curious creativity.

We are often not listened to with pure, 100% curiosity. And we often don't listen with pure, 100% curiosity. This practice gives you the chance to do both. And experience what a that can open in a relation and a team.

1 - Pair up

First step is to bring everyone together in pairs. Pair up, randomly.

In the random pairs, find the one with longer ears. Based on the assumption that those with long ears are extra good listeners they will ask the questions of the first round 😊. These are our person A:s. The ones with shorter ears are our person B:s.

Let the B:s close their eyes. The A:s stand up, look around the room, and take a seat in front of someone they are curious about.

When all A:s are seated in front of a B, B:s can open their eyes with the guidance. "Before you, you will meet a person that is curious about you. Sense into that for a moment as you open your eyes..."

2 - Asking questions

Now it is time for A to be curious and ask questions to B for 4-5 minutes.

Two simple rules:

1. Only ask questions that you are truly curious of the answer to.
2. When your curiosity is stilled, say thank you, and ask another question.

Following these two rules will give B the gift of being listened to, in every word, with true curiosity.

The one answering the questions (B:s) is of course free to choose to either answer the question on any level that feels comfortable, or to be quiet. Or even lie. Just as in normal life

3: Sharing

Now it is time for A to share their experience of this conversation by completing three sentence stems to B. This is an opportunity to give back to B the experience of them, as a gift. Spend about a minute on each Sentence.

The sentences are:

- 'One new thing that I learnt about YOU today is...'
- 'One new thing that I learnt about ME today is...'
- 'The moment I felt you the most was....'

Switch roles and repeat from step 2

Closing:

Reflect in the pairs on how it was to be in dialogue like this.

Connecting Practices (#5)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Exploring with questions (Triad, A, B, C, 3 rounds; 15 min +)

A practice in opening dialogue. And a really opening practice. Exploring a questions only opening with new questions and curiosities .

For 5 min +:

A: Share your question.

A: Share what it means for you.

A, B and C: share questions and curiosities that arise.

(NOTE: No answers. No responses. Only questions and curiosities)

Cycle of Experience (Pair / Triad, A, B (C), 2/3 rounds; 30/40 min)

Shape awareness of the internal cycle of experience. How all action stems from aware or unaware choices of activation. And how we all carry open figures consuming energy, and what we may need to close these and make that energy available.

i. 5 min: Give a brief introduction of how we all move through the cycle of experience in everything we do.

ii. Explore ONE open figure thru the Cycle of Experience, step by step.

A: 1min: Give a thin frame... "This situation is not closed for me..."

2,5 min Explore A:s Sensing leading into the situation. (body, heart, energy, mind)

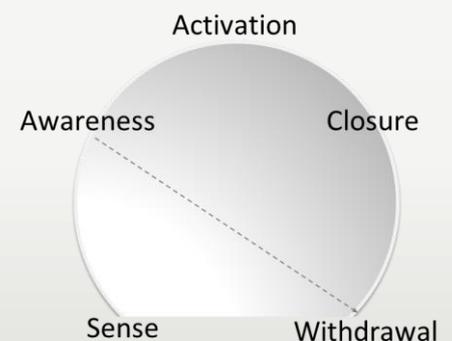
2,5 min: Explore A:s Awareness making ...

2,5 min: Explore A:s Activation. How did you activate? (acted/not acted)

2,5 min: Explore what A needs to Close this figure.

1 min: Explore how to articulate the closure to enable withdrawal

Thank each other <3 Switch roles.



The Golden Moments of Now (Triad, 11 min)

Co exploration of the now, and what takes us away from the now.

This practice is both connecting, and give insight on a personal and group level.

i. Briefly introduce the model "the Golden Moment of Now".

ii. Explore in triads:

What do I currently bring from the past into this now?

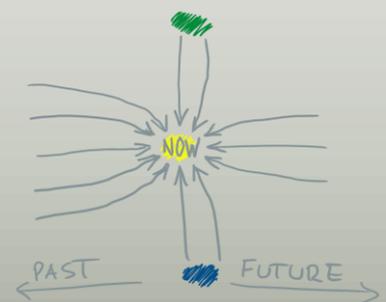
How am I occupied with other possible "now's"?

How am I occupied by, worried by or longing for a projected future?

How does that affect the experience of the NOW?

When are you? Where are you?

What effect does that have on you? On others?



Connecting Practices (#6)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Our Field (Group, 11 min)

Explore the field that we create together. And realize we all sense it very similarly.

- i. 1 min: 1 – Individually describe our field. The space in between us.
- ii. 5 min: 3 - Weave your descriptions in triads. And describe the field on a paper with words, metaphors ...
- iii. 3 min: ALL - Share in full group by reading your paper (your words). Reflect on similarities and differences.
- iv. 2 min: 1 - How am I affected by the field we create together?

Exploring Longing and Fear (pairs, 12/17 min)

Explore what fear and longing you have felt today, and how it was to meet that fear/longing. This will open a space for human to human connection.

- i. 3 minutes B ask A (repeatedly for the entire time)

What fear have you encountered in yourself today?
How was it for you to meet that fear?

Switch roles – 3 new minutes

- ii. 3 minutes B ask A

What longing have you felt today?

Switch roles – 3 new minutes

- iii. Possible add on:
5 min debrief in full group.

Explore the Polarity of Longing and Fear (pairs, 18 min)

Explore the resistance felt when connecting to your longing, and your curiosity of the polarity of longing and fear/resistance. Potentially deepening and opening exploration.

- i. 1 min: A: Share one longing you are in touch with.
- ii. 1 min: B: Ask A: How does that longing feel in your body? A: Describe.
- iii. 1 min: B: Let's hold space for that feeling to be and expand. A: Let your physical experience expand in silence.
Thank each other <3 Switch roles
- iv. 2 min:
Individually, in silence, sense into the longing you just shared. In connection with that longing: what fear/resistance can you sense? What is holding you back?
Look at your longing and fear through the lens of polarity. The experienced opposite of longing and fear. How the longing and resistance continuously dance, in the Infinity 8. What awakens your curiosity? What draws your attention? What is the essence for you, in the polarity of your longing and your fear?
- v. 2 min: A: Share: What is the essence for YOU in the polarity of your longing and your fear?
- vi. 1 min: B: Mirror A...
- vii. 1 min: A: What becomes clearer to me is...
- viii. 1 min: B: Share: "A curiosity about myself that is awakened..."
Thank each other <3 Switch roles (and go from v.)

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Connecting Practices (#6)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

One thing I love about myself... (triad, 10 min +)

Explore to express what you love about yourself. Simply beautiful, and bond shaping practice.

For 10 minutes (or longer if you decide to), loop:

A: One thing I love about myself...

B: What I see in YOU as you share...

C: What I experience as I listen...

B: One thing I love about myself...

C: What I see in YOU as you share...

A: What I experience as I listen...

C: One thing I love about myself...

A: What I see in YOU as you share...

B: What I experience as I listen...

Thank each other

Emotional Journey (triad, 24 min)

Connect with a peer and explore an emotional journey together, sharing events from life. A potentially deep meeting guaranteed to bring people closer together..

B&C: Listen in presence, with an open heart. C: take time if you don't have a facilitator.

A: 1 min - Describe a happy moment in life.

A: 1min - Describe an unhappy moment in life.

A: 1min - What is deeply meaningful to you?

A: 1min - What makes you really, really angry?

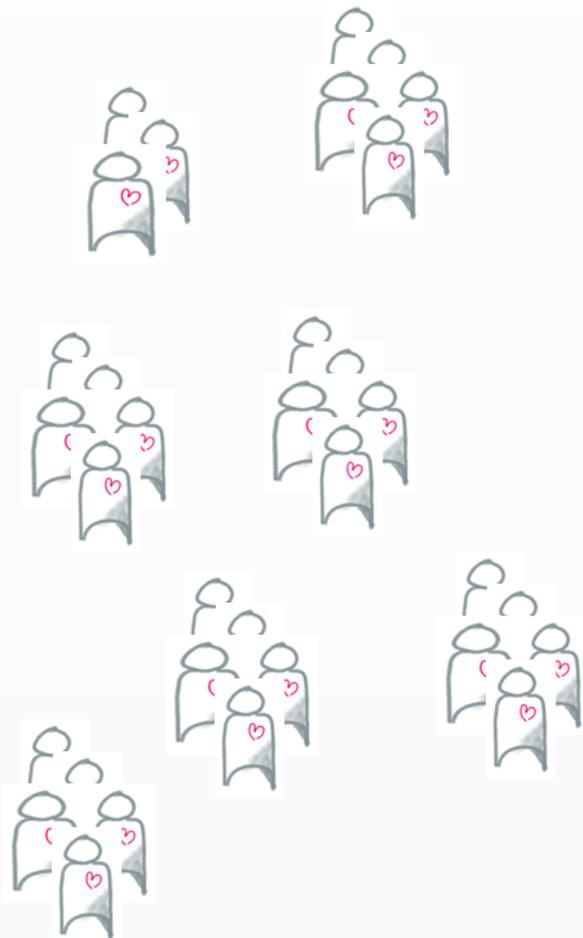
A: 1min - Describe your best friend.

B: 1,5 min: Mirror - What happened in ME during the sharing?

C: 1,5 min: Mirror - What did you observe in A during the sharing?

Thank each other <3 Switch roles.

Team/Organisational Practices



The practices in this section are designed to evolve a team, a group or an organization. They are all post conventional ways to lead and move forward in co-awareness. All proven effective when used with a post heroic intention.

Many of the leaders we know from our programs and trainings use them regularly to lift the organizational excellence by human centric means.

With Love
Karin and Niklas





Creating Space

Team / Organisational Practices

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

We often get the question: “What is the most important thing to make a team function and perform really, really well?”

Our response to that question is: The space. A holding environment. Where people can actually meet and connect. To the level and depth that makes them feel alive. Truly alive. And to let that space deepen as the individuals and the team evolves. To enable a deepened journey.

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We have also seen teams being able to succeed over time, in a changing environment, in a way that make both results and the individual team members grow. The holding space has been a key. A desire to meet and connect. To explore together. In a space that is safe. Safe to be “naked” in. Safe to fail in. Safe to be vulnerable in. Safe to be proud in. Safe to win in – together.

But HOW?

It may seem an impossible task to help shape that space. But it is actually not that hard. The key is to have courage to try. To be honest with the intentions. And to play together.

The most important thing is for you to be... YOU! Fully you. Without filters and masks. And to prioritize connection. To make space for it. To give it time.

To help you, we have collected connecting practices in the previous section: Connection. For you to play with. But any practice may create connection. May shape the space, it that is the intention.

Many, many of the brave leaders we know use thesen with their teans/groups, and are hugely appreciated for that.

Contents

Team / Org Practices

Headlines and Descriptions (1/1)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Team Psychological Safety Assessment

Use common human psychology to assess and shape understanding of what is needed for Psychological Safety in a team or group.

Team Practice - Infinity 8 – Your teams longing and resistance

When you start to explore your mutual longing and what hold you back, you are about to unlock deep powers...

Appreciative Retrospective

Identifying what works really well and build on that is a known way to stronger success. And a fun one.

Better Meetings

Meetings can be an energizing backbone of any collaboration. This is a way to shape better ones.

Start in presence

Starting your meetings in silence is a great way to enable a short break for people. To land in and become present to the meeting. Many experience that It makes a huge difference.

1-3-All

A beautiful, very simple practice to bring a wider range of perspectives into any conversation. Letting the power of the small group exploration widen into the full group.

Listening Space

A beautiful way to listen to each other when discussing a topic. To shift from discussion towards dialogue. To shift from battling in words to create connection and build on each other.

I Do A R T

When meetings create 'art', you have come a long way. This is a hands on guide to help you there.

The Cycle of Co-Emergence

This is a liberating structure to lead co-created change. It can be applied in thousands of ways, and be a liberating force in any system or situation. Be creative!

Attention is Power: Holding a Question Together

This is one way to shape co-awareness. And it is also a powerful way to let awareness initiate the change ready to happen.

Contents

Team / Org Practices

Headlines and Descriptions (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Team SOS Reflection (#1 & #2)

Two practices inviting joint reflection on the System, the group and ourselves. Both always deepen awareness, and bring a work group together, as well as highlight new perspectives and differing views.

Dialogue on Power

Holding dialogue on power is way to bring to light something that is not often in spotlight: Power. Insights and change shaping awareness may rise from this.

Organisational Fear

Talking about our fears is scary, and vulnerable. But such a beautiful way to both get closer to each other, and to plant seeds of awareness to change what is holding us back.

4 Levels of Listening

In your team, keep the 4 Levels of Listening your focus area for a number of weeks, and note how that deepens your collaboration.

Team Practice Psychological Safety Assessment (1/2)

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CHANGING BUSINESSES
TRANSFORMING LIVES

TEAM: Psychological Safety Assessment

Psychological safety, the opportunity for each individual in a group to be and express their full selves and to be able to contribute with all facets of what are their gifts. When everyone in a group can be and collaborate like that, both well-being, creativity and outcomes grow.

With a starting point in the inner psychological figures we all share, we can easily get deeper into understanding both each other and where psychological safety in our group may be lacking.

Start by landing in, creating contact and building a safe space for this workshop.

A suggestion is:

1 min: In silence, land into yourself and your own presence. Be aware of your "4 ways of knowing" – mind, body, heart, soul.

2 min: Divide into triads: What stood out to me during this minute of silence?

Share the intention of this workshop and go through the flow.

How safe are our inner figures?

Read the statement. Pause 30 sec. Individually, feel what really is true to you.

Prepare one paper per statement, with the statement and a scale from "highly disagree" to "highly agree" (see figure). Let people individually mark their experience with an X. (A "fist of five" may work in a very safe group.)



2 min: Your Inner Opportunist:

"I feel free to be who I am. I feel safe to openly express my needs and my fears in our team."

2 min: Your Inner Diplomat:

"I feel safe in being included. I can openly express my opinions, ideas and needs. I can engage in healthy conflict in my team."

2 min: Your inner Expert:

"I feel noticed for my knowledge while at the same time feeling that it's ok not to know. I can openly express ideas and contribute/share knowledge. I feel that we build on each other's ideas and skills, and seek new perspectives to create bigger solutions and grow together."

2 min: Your inner Achiever:

"I feel appreciated for my contribution and for who I am. We have a climate where we can have a dialogue about things that feel urgent."

2 min: Your inner Redefining / Transforming:

"I feel safe highlighting the 'cracks' I see, and when I do, we explore it together (e.g. holding a question, or another emergent practice) and let our collective awareness show us the way forward."

Keeping our heroic figures safe

When all our inner figures are included, when they are safe and not triggered in fear, we can be all that we are. In our full power. In our full ability to meet and create together with others.

In contact with our inner Transforming, we begin to see, and experience, the power of integration. We open up to an integrative approach where we embrace all that is us, and let go of what is not ours.

'Transcend and include'. To continuously expand our awareness, open to the new and at the same time include everything that has been.

To embrace and integrate all our inner figures, their longing, gifts and strengths. Keeping them safe and included, with "You as my outer limit".

To hold "You as my far limit" means to act in full freedom for myself, with full freedom for others. To be able to fully express and act in my truth, as long as I do not expect you to change yours. As long as my truth does not imply a limitation of yours, or of you.

Full freedom in mutual respect, where we honor everyone's right to be all we can be.

When we meet like that, we can play a symphony that can only be created when we all play the instrument that is ours to play, the way we want to play it.

Continued...

Team Practice Psychological Safety Assessment (2/2)

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CHANGING BUSINESSES
TRANSFORMING LIVES

10 min: Celebrate and get inspired by what works

For the highest scoring figures, celebrate and explore:

- 5 min: Triads: Tell the stories of when things work - celebrate!

(seeking the stories to celebrate will open your creativity and strengthen your affinity)

- 5 min: ... Share and explore in full group.

15 min: Shape co-awareness of what's holding you back

Chose one low scoring figure to explore.

- 5 min: Triads: What experiences create the low score?

(In what situations do you experience e.g. your "opportunist" not being safe, and what do you experience in those situations?)

- 10 min: ... Share and explore in full group.

5 min: Begin the process of holding a question together

Holding a question together is a way to direct your awareness and attention without looking for answers or actions. The awareness shaping when holding a question over time will form the foundation for the change that is ready to be happen.

Example of a question to keep for the Opportunist: "How can we create freedom for everyone to be who they are?"

Team Practice Infinity 8 (1/2)

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CHANGING BUSINESSES
TRANSFORMING LIVES

Team Practice - Infinity 8 – Your teams longing and resistance

When you start to explore your mutual longing and what holds you back, you are about to unlock deep powers...

3 min: Get present and connect:

Spend a minute of silence to leave what you need to leave outside this room and get present to this meeting with all of yourself. Note your thoughts, bodily sensations, emotions and spirit. Just note and let go.

Share in triads, for 30 seconds each, "What stood out for me during the minute of silence..."

2 min: Facilitator sharing the intention of this practice

As facilitator: share the following text, or something similar. . The more you you can be in sharing, the more authentic the intention.

"Today we will do an exercise where we look at our team through the Infinity 8. We do it for our team. We all, every day, share a journey together. We will explore together how we want that journey to be.

You are you. Being who you are is your gift to the world. Together with other people we form groups, teams. Being authentic as individuals, together, you can shape your gift to the world as a team. When you as individuals are free to be yourselves, your common gift as a team can emerge. When you as a group hold each other's paths and beings as sacred, what is your common path can emerge. You as a team can relate in the same way to other groups. and in that find the gifts you in common can give each other. And the gifts you can offer the system. Welcome to this joint exploration"

4 min: Individual reflection: (upper 8) Wishes for your team - your Longing.

Reflect, and then write 3 notes on:

- Who do I wish for our team to be?
- What do I want others to see in our team?
- What do I wish for our team to give/enable to others?

12 min: Share and Cluster in Full group

ALL: Cluster everyone's notes. Question per question:

- Who do I wish for our team to be?
- What do I want others to see in our team?
- What do I wish for our team to give/enable to others?

Reflect shortly together on your clusters. What aspirations tie you together as a team?

2 min: Individual Reflection: (upper 8) Your personal longing

In the light of your team aspirations, your cluster:

- What longing do you note in yourself?

3 min: Facilitator reading:

As facilitator, read the following to your team (or make up you own version).

"Let the longing expand in you. Let it fill your body. Note your thoughts about your longing. Note how it feels in your body... <pause> Note the emotions that emerge in you... <pause> Let your bodily sensations and emotions fill you up. Indulge in them. <pause>

In this being with your longing, note if anything else arise that you want to take notice of. Maybe write down."

<pause>

"Connecting with your longing this way. Really letting it fill you can actually shifts your physical being. It affects the signal substances in your brain, your neuropeptides and can positively affect the epigenetics. This can lead to making the longing more probable to happen. And it is a regenerative process. "

6 min: Share in triads

- Share your longings in triads. 2 min each.

(You may want to look for things in your longings that you can embrace or start doing right away. Capture those.)

Longing
Intention



The Emerging
Self

Fear, Shadow
Resistance

Team Practice Infinity 8 (2/2)

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CHANGING BUSINESSES
TRANSFORMING LIVES

3 min: Individual Reflection: (lower 8): Fear & Resistance

Being with your team aspiration and your longing. Sense into your self. Deeply.

- What fear/resistance/objections or hesitations can you sense/note in yourself?
- Name them! (*Naming your fear is a way to put it outside of yourself. Making it easier to see it and be with it.*)

3 min: Facilitator reading:

As facilitator, read to you team:

"Try to meet your resistance or fear with a silent mind. Without thinking. This is often really hard. We are trained to think. Always. But try to feel it. With a silent mind. Note how it feels in your body... <pause> Note the emotions that emerge in you... <pause> Let your bodily sensations and emotions be just how they are and note if/how they shift as you stay with them. Without thinking."

< pause >

"Silencing your mind and meeting your fear, exploring how it FEELS is a way to let the fear diminish. It becomes less fearful. And it can start to heal, to integrate. This method is a central part of KBT. When it comes to inner fears, the same method have proven effective. Also, naming them, out loud is an even more effective way to integrate them. To face them. And to face what is fearful."

6 min: Share in triads

- Share in triads all the fears you have named. 2 minutes each.

6 min: Inquiry, in pairs, on what is holding you back:

Fears are often something that holds us back. Underneath the fear lies patterns or beliefs that trigger our fear and keep us stuck. An inquiry is a way to gently get beneath these layers. Explore the question "What is holding you back?", in the inquiry below.

[Pairs, A & B, 2 rounds]

For 3 minutes:

A to B: "What is holding you back?"

B responds.

A to B: "Thank you. What is holding you back?"

B: Respond.

...and repeat... for three minutes.

Switch roles.

6 min: Inquiry, in pairs, on what is holding us back:

Continue the inquiry, now with the team in focus. Explore the question "What is holding us as a team back?", in the inquiry below.

[Pairs, A & B, 2 rounds]

For 3 minutes:

A to B: "What is holding us as a team back?"

B responds.

A to B: "Thank you. What is holding us as a team back?"

B: Respond.

...and repeat... for three minutes.

Switch roles.

5 min: Sharing, full group

Share, 1 minute per pair, "What is holding us as a team back?"

Everyday nudging (Full Infinity 8)

- Keep your aspiration (cluster) and longing alive. Find ways to get closer to them every day.
- Find ways to challenge what is holding you back, in mutuality and compassion honouring others' paths and beings,



Research shows that this kind of practice can make people feel a lot better, as humans, at home and at work. Because of this we license these tools under a Creative Commons Attribution-ShareAlike 4.0 License. Please remix, and share as you like - we'd love to co-create changes with you - you can find us at intotheweb.se

Team Appreciative Retrospective

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CHANGING BUSINESSES
TRANSFORMING LIVES

Appreciative Retrospective

Identifying what works really well and build on that is a known way to stronger success. And a fun one. This is an appreciative way to hold a retrospective, with emphasis on what works, what we have learned and how we want to go forward. Elaborate and shape your own questions, to fit your needs.

1. Connecting practice

Gather the team and create connection by starting with a connecting practice. It is important to get everyone to speak and be listened to early on. It can be as easy as sharing with someone else something that engages you outside of work.

2. Hold the retrospective

For all questions, use 1-2-ALL.

1: Think individually for 30 to 60s. Take notes.

2: Share in pairs.

ALL: Share in full group.

Fulfilment/Energy/Collaboration:

A dialogue on what energizes you, and when collaboration and mutual support have worked well. Do 1-2-ALL on the below questions:

Q1: When have I felt most alive during the last sprint?

Q2: When has your team collaborated as best?

Q3: When have you gotten support from a team member?

Q4: How have we honored and lived our team principles?

Learning and development

Learning is a central part in all work, to evolve how we do things. As the old saying says: "When we stop learning, we start dying."

Do 1-2-ALL on the below questions:

Q5a: What deviations have we made from the process?

Q5b: What have we learned from that?

Q5c: How do we share the learning with others?

Q6: How have our deliveries/completed work contributed to our team mission and purpose?

3. Summarize and choose focus areas

Given the dialogue and the collected wisdom in the retrospective dialogue, choose focus areas for the team for the coming period.

Culture: What do you want to have in focus connected to team culture?

Structure: What do you want to have in focus when it comes to your supporting structures?

Learning Experiments: What learning experiments do we want to shape going forward? What deviations from our process do we want to try on, to explore new ways?

Team/Organisation Practice - Better Meetings

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CHANGING BUSINESSES
TRANSFORMING LIVES

Better Meetings

Meetings can be an energizing backbone of any collaboration. This is a liberating frame to shape better ones.

Get present (3 min +)

1 Presence

Enable everyone to get present. Starting with 1 minute of silence will save you time.

2 Connection

Invite human to human connection in some form. Inspiration can be found in "Connecting Practices".

Set the frame (3 min +)

3 I – Intention

State (or re-state) the meeting intention.

4 Do - Desired Outcome

State (or re-state) the desired outcomes of the meeting.

5 R - Relations

State (or re-state) the meeting values and principles, shaping how we want to relate.

E.g.

- how do we enable presence and connection?
- is it more important to come to a decision, than to come to a good one?
- is fast more important than new perspectives?
- is following the agenda (doing things right) more important than being open for what is really needed (doing the right things)?

Hold the meeting

6 A – Agenda

Hold the meeting according to planned, or co created agenda or process.

- How do you continuously calibrate with your intention?
- How do you honor your relations?

Close Together (5 min +)

T - Time

Summarize and close - together

An absolute MUST is to reserve time at the end to summarize and close together. If not, you will have opened a lot of figures in everyone attending, consuming energy way beyond the meeting end. You will also leave with vastly different experiences and views of the meeting conclusions.

End on time

What if meetings can be an energizing backbone taking your organization forward.

This is a **must have** meeting checklist, for any meeting to hold this capacity: there are a few things that need to be in place.

We need to be on the same meeting. Present!

We need to actually meet, human to human.

We need to have the same frame of WHY we are at this meeting, and what we want to co-create.

We need to share the values and principles of how we want to relate in the meeting.

We need to release the meeting, closing together, to enable people to enter the next meeting or situation in presence, free from the previous.

For recurring meetings, create a general IDoART for the meeting series in a separate workshop. Make sure to adopt Intention, Desired Outcome and Agenda for each separate meeting, to address the needs of the current.

See the I Do A R T tool.

Team/Organisation Practice

- I Do A R T

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CHANGING BUSINESSES
TRANSFORMING LIVES

I Do A R T

When meetings create 'art', you have come a long way. This is a hands on guide to help you there. To align and agree on each aspect below, we recommend the 1-3-ALL process.

1: reflect individually, take notes. 3: share in triads to find the common essence. ALL: share the triad essences in full group, to align.

I – Intention

Why do we hold this meeting/practice. What is our intention with having it?

Do - Desired Outcome

What do we want to have co-created?

What do we want to bring from the meeting?

A – Agenda

Do we need an agenda?

What aspects do we want to pay attention to in the meeting?

R - Relations

How do we want to relate in this meeting?

What values and principles are important to us?

What roles, if any, are needed to facilitate the meeting?

Examples of supporting roles to play with:

- The Navigator - Who guards the meeting intention and desired outcome?
- The Wizard - Who guards values and principles, connection and energy?
- The Helicopter - Who takes on the wider perspective?
- The Devil's Advocate - Who pays attention to what may not work?
- The Connector - Who keeps track of what stakeholders will be affected?
- The Presencor - Every 15 minutes - Call for a 15 s pause. To recenter and get present.
- The Terminator - Make sure to summarize and end together, in time. And end argumentations gotten stuck.
- The Expert - Who holds the objective truth? (Naah, just kidding. There is no such thing, remember... 😊 <3)

T - Time

How long is this meeting?

Reserve time to summarize the meeting: decisions, open ends, new questions.

Have we honored our I Do A R T (fist of five)

Close together and end in time.

Summarizing and closing together is an absolute must. Every meeting opens psychological figures in every attendee. If not summarized and closed (for now), you will have opened figures in everyone attending, consuming energy way beyond the meeting end. You will also leave with, sometimes vastly, different experiences and views of the meeting conclusions, unable to reflect, communicate and act coherently.

What if meetings can be an energizing backbone taking your organization forward.

There are a few things that need to be in place for meetings to hold this capacity.

We need to be on the same meeting. Present!

We need to actually meet, human to human.

We need to have the same frame of WHY we are at this meeting, and what we want to co-create.

We need to share the values and principles of how we want to relate in the meeting.

We need to release the meeting, close it together, to enable people to enter the next meeting or situation in presence, free from the previous.

The I Do A R T is a way to co-create the latter three. When you have co-created an IDoART for your meetings, that is what you will Do: ART!

For recurring meetings, create a general IDoART for the meeting series in a separate workshop. Make sure to adopt Intention, Desired Outcome and Agenda for each separate meeting, to address the needs of the current.

Liberating Meeting Practices

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CHANGING BUSINESSES
TRANSFORMING LIVES

Start in presence

Starting your meetings in silence is a great way to enable a short break for people. To land in and become present to the meeting. Many experience that it makes a huge difference.

i. Start your meetings with 1 min of silence.

Ask yourselves

- How do I stay present to myself?
- How do we stay present to each other and to the field between us?

1-3-All (Full group)

The 1-3-All process is a beautiful, very simple practice to bring a wider range of perspectives into any conversation. Letting the power of the small group exploration widen into the full group.

1- Think individually for 30s to 1 min (to find your voice, and not be sidetracked into someone else's thoughts)

3- Share in triads (to explore that voice with others, create connection and build on each other)

All - Share in full group (either freely, or the essence of the triad dialogues)

Listening Space (full group)

A beautiful way to listen to each other when discussing a topic. To shift from discussion towards dialogue. To shift from battling in words to create connection and build on each other.

i. Give the person speaking up to one minute of uninterrupted time to speak. You don't need to use the full minute, but you should not speak for longer.

ii. Hold silence for 10 seconds.

This pause enables for everyone to really listen to the one speaking, knowing that there will be time to reflect and sense into a response.

iii. The next person wanting to speak gets up to one full minute to speak.

Recommended Add-on: The person speaking can preferably start with: "When I hear you say that, I notice..." This creates both presence and connection. Start the minute after this initial sharing.

Team / Organisational Practice

The Cycle of Co-Emergence (1/2)

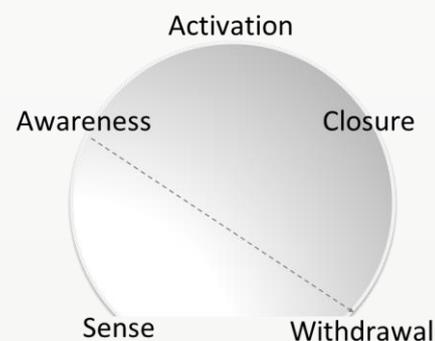
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This is a liberating structure to lead co-created change. It can be applied in thousands of ways, and be a liberating force in any system or situation. Be creative!

The Cycle of Emergence

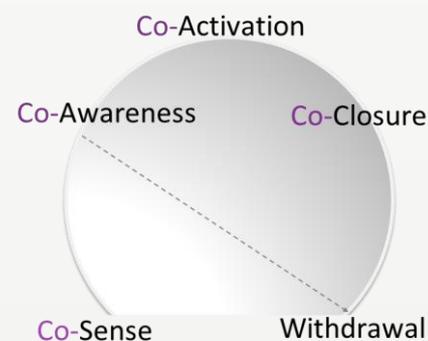
Creating awareness of how our individual experiences grow from sensing (4 ways of knowing) into awareness, can help make aware the personal choice point of activation or withdrawal. It also grows awareness of our unaware choices of activation, opening figures that may not be closed. Open figures consume our energy and diffuse our attention, affecting us and others in our daily continuous relating. What open figures do you carry?



The Cycle of Co-Emergence

When we add a "Co-" in front of every step in the cycle of emergence, we evolve it into a cycle of Co-Emergence. It becomes a liberating structure to lead co-created change.

To successfully lead co-created change, we also want to highlight some research from the Presencing Institute, MIT. They illuminate the importance for everyone to engage with an open mind, an open heart and open will to emergently shift any social system.



Open Mind:

Our beliefs and our preconceived truths and constructs often hold us stuck in the 'safe haven' of the current, preventing change for the better. Preventing co-creation of a needed new. When we are able to consciously suspend our judgment, our prejudice and our known answers, and open our mind to the not knowing, we will sense and shape awareness more openly. We can start to accept the possibility of a new reality.

Open Heart:

When we also open our hearts, connecting to ourselves and others empathically, really trying to see with new eyes, really trying to see through the eyes of another, we can embrace that new reality. We can embrace the not knowing. We can surrender to the not-knowing.

Open will:

With faith in the process of emergence, we can then let go of our idea of the next steps forward. We can trust the collective ability to sense the next step that wants to take shape. To co-sense, and from a shared co-awareness to activate together: co-activation.. To continuously listen for the next step of the path, not seeking the entire route, is the essence of an emergent approach. A necessity to lead and navigate a complex system.

The Fractal Nature of the Cycle of Co-Emergence

The cycle of co-emergence is fractal by nature, not process. Each step of the cycle contains the cycle. We are always in sensing. Always making aware of what is going on. Deciding if to activate or not. Closing and withdrawing. In a continuum. This awareness enables you to navigate emergently, from what is. In every moment. This makes it an opening practice. Opening for new perspectives, for new steps forward, for new solutions. Looking for the next step, as far as possible. Not the final answers

Team / Organisational Practice

The Cycle of Co-Emergence (2/2)

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CHANGING BUSINESSES
TRANSFORMING LIVES

Finding a “crack” (through which light may pour in...)

A natural start of the cycle is awareness of a crack. With “crack” we mean something in the situation, group or organizational system holding you, others or the system back. Something where you feel: “We could do better than this. Bring more value, for more people.”. Let the “crack” guide your attention. What makes it a crack? What are the effects of the “Crack” on Self, Other, System? (you may find “4 parts of speech” useful, to convey your view of the crack, and to initiate co-sensing)

Co-Sense

How can you listen to the system? Making the system see itself. Bringing in multi perspectives? Bringing in the voice of the marginalized groups? The ones affected not having a voice, a say? How can you bring in their voice? What data do you already have that you can use?

Co-Awareness

What dialogues need to be initiated? What questions need to be held? With whom?

How can you engage in dialogue to really explore each others’ perspectives. With an open mind, and an open heart. How can you inquire into what makes you believe what you believe? What constructs are you holding?

Co-Activate

Awareness is the initiator of all change. When shaping co-awareness, your attention will be drawn to areas in the system needing attention. This is often a highly intuitive process. Trust your joint intuition to guide you. And from that, design “learning experiments” to launch.

When activating, make sure to have a shared, clear view on:

Intention: What is your shared intention? A joint why? A direction?

Desired Outcome: What is the desired outcome of an activation?

What signs can guide you in sensing if your actions are in line with your intention?

Learning: How can you stay listening to the system? Being in continuous co-sensing and co-awareness making opening up for learning in the process? Being ready to reflect on and challenge your actions and assumptions.



Co-Close

As you make adjustments in your way forward, how can you make sure to close together, making involved stakeholders be part of closing, and readjust? As a way to keep everyone on board.

Withdraw

When open figures are properly co-closed, all involved can withdraw their attention from the matter, and release any energy focused in the process. As we withdraw, we open up our energy and capacity for new events

Attention is Power: Holding a Question Together

This is one way to shape co-awareness. And it is also a powerful way to let awareness initiate the change ready to happen.

Preparation:

1. In your team/organization: Identify a situation or challenge you are facing that is highly relevant for you to get a solution to, but to which there are no obvious, simple answers.
2. Who should be a part of holding the question together? Your team? Your leadership team? Others? Who is affected and may have a different perspective? Who are the ones without a voice in this?

Week 1:

1. Make the selected situation clear to the entire group holding the question together.
For the coming week (or a for you appropriate time), individually hold the question: "Where is the situation stuck?"
2. Every day, for a few minutes, explore in pairs or triads:
"How is it for you to hold the question?"
"When holding the question, what have you become aware of?"

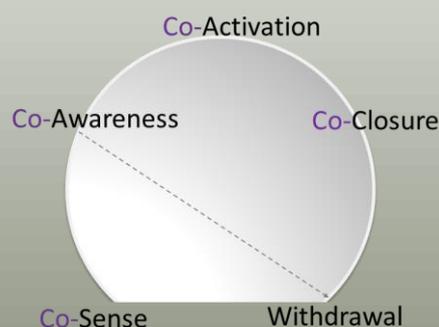
Week 2:

1. Gather the full group holding the question together, and explore the awareness being shaped in holding the question.
1-3-All is a good process: write notes individually – share in triads – share triad essences in full group.
2. Ask yourselves: "What would enable flow?"
OR, formulate a question to which there are no obvious, simple answers.
3. Hold the question the coming week.
Every day, for a few minutes, explore in pairs or triads:
"How is it for you to hold the question?"
"When holding the question, what have you become aware of?"

Week 3:

1. Same as week 2, step 1.
2. Ask yourselves: "How can a first true move be made, to open for more flow?"

Keep holding the question from last week or modify it in the light of your new awareness.
3. Same as week 2, step 3.



Attention as power

Use "Attention as power" directing the collective attention through holding a question together.

Holding a question means just that. To hold it. Not searching for answers. Let the awareness from holding the question open up for a next step, or a new world.

Using attention as power is a way to tap into the collective intelligence.

As we collectively direct our attention, without even searching for immediate answers, we will access a wider range of our collective intelligence. Shaping a collective awareness allowing us to go forward, together.

Using attention as power is also way to tap into the field.

As we direct the attention of a group, allowing for time to let the intuitive field work, we will access deeper knowledge. We will get aware of the more subtle nuances of life. Nuances that will bring new awareness for a next step to be taken.

TEAM SOS Reflection

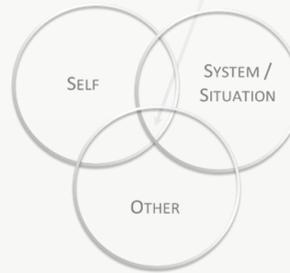
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TRANSFORMING LIVES

TEAM SOS Reflection #1

Inviting joint reflection on the System, the group and ourselves always deepens awareness, and bring a work group together, as well as highlight new perspectives and differing views. Experiment with different ways to share and reflect.

Step 1: If you want to, introduce the SOS model or view the [recorded introduction](#):



Step 2: Guide the reflection.

System: (e.g. your organization)

- ∞ What is expected of people?
- ∞ What is valued and promoted (behaviors, attitudes, skills, appearances)
- ∞ Who does that system make people become?
- ∞ What do we need to let go of?

Other: (your group, or a group you are a part of)

- ∞ How do you behave, talk, dress,...?
- ∞ What do you expect from each other? Outspoken and not.
- ∞ What do you value and promote?

- ∞ Who do you become in your team? Who do you wish to be?
- ∞ What do you need to let go of?

Self: (You)

- ∞ You are immensely powerful. You hold infinite light.
- ∞ When do you let your light shine?
- ∞ When do you hold yourself back? When do you make yourself small.
- ∞ Who do you dare to be? Who can you be? Who do you wish to be?
- ∞ Who are you?

Step 3: Share and reflect

Experiment with different ways of sharing and reflecting. Focus can be held on system, team or self.

What does the shared view of the system tell us? How shall we relate to the system (organization)? How can we shape our experience?

... What does the shared view of our team tell us?

How can we shape our experience? How do we want to shift our team practices or team culture?

Outcome

Create a shared view on a team's view of the organization and the own team. A shared awareness is key for activating together.

The SOS

Nothing is static, ever. Not me, not the people I'm with, not the dynamics of groups I'm part of, not situations, not systems. Everything is in continuous change. But not only that, all parts in this continuous change also affect and create each other. Moment to moment.

When we cultivate our awareness and curiosity about that dynamic, we make ourselves available to the flow between ourselves, others and the system.

We increase our present centered awareness. We become more 'Energetically Available'. In this availability, we can also act with greater accuracy, moment to moment, based on what is actually going on. We become 'Fluidly Responsive'.

TEAM SOS Reflection

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

TEAM SOS Reflection #2

Inviting joint reflection on the System, the group and ourselves always deepen awareness, and bring a work group together, as well as highlight new perspectives and differing views. Experiment with different ways to share and reflect

Step 1: If you want to, introduce the SOS model or view the [recorded introduction](#):



Step 2: Guide the reflection.
System:

- ∞ What is the system?
- ∞ How do I shape/affect the system? How am I affected by the system?
- ∞ How does culture and structure help or hinder relationships and contact between people in the system?
- ∞ How can I be a co-creator of a system that enables expansion and growth?
- ∞ What do we need to let go of? What do we want to let come?

Other:

- ∞ Who are we? What is OUR gift right now?
- ∞ How do I influence others? How am I influenced by others?
- ∞ How do I relate to others? How do others relate? To me? To each other?
- ∞ How do WE influence the system?
- ∞ How can I be a co-creator of our experience?
- ∞ What do we need to let go of? What do we want to let come?

Self:

- ∞ Who am I? What is MY gift right now?
- ∞ HOW am I present in myself?
- ∞ Which triggers & figures are active in me right now?
- ∞ How can I create my own experience?
- ∞ What do I need to let go of?
- ∞ What do I want to let come?

Step 3: Share and reflect

Experiment with different ways of sharing and reflecting. Focus can be held on system, team or self.

What does the shared view of the system tell us? How shall we relate to the system (organization)? How can we shape our experience?

... What does the shared view of our team tell us?

How can we shape our experience? How do we want to shift our team practices or team culture?

Outcome

Create a shared view on a team's view of the organization and the own team. A shared awareness is key for activating together.

The SOS

Nothing is static, ever. Not me, not the people I'm with, not the dynamics of groups I'm part of, not situations, not systems. Everything is in continuous change. But not only that, all parts in this continuous change also affect and create each other. Moment to moment.

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Team/Organisation Practice - Dialogue on Power

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Dialogue on Power

Holding dialogue on power is way to bring to light something that is not often in spotlight: Power. Insights and change shaping awareness may rise from this.

Hold a dialogue in your team or organisation on power.

1-3-All is a good process: write notes individually – share in triads – share triad essences in full group.

- ∞ What kind(s) of power do you recognize in yourself?
- ∞ What kinds of power are expected/promoted in your system?
- ∞ What kinds of power are not promoted, or pushed back?
- ∞ What is enabled in this, and what is disabled?
- ∞ How can you open an awareness in the system to enable a shift from heroic to post heroic power?

Power: Expanded presence
Presence and energy is power

ALCHEMICAL

Power: Co-creational, action-inquiry
Vision and purpose in co-emergence

TRANSFORMING

Power: Mutual with inquiry
Power of question and perspective

REDEFINING

Power: Delegates but keeps control
Formal role is power

ACHIEVER

Power: Unilateral thru facts
Knowledge is power

EXPERT

Power: Giving your power away
Informal status is power

DIPLOMAT

Power: Unilateral thru force
Grabbing or avoiding power

OPPORTUNIST

Power

Our different figures relate to and exercise power in different ways.

When you want to grab power, or avoid those with power, your Opportunist is likely triggered.

When unreflectively following the one with the highest status, perhaps your Diplomat is triggered.

When you use knowledge and data as power, maybe the Expert is triggered.

When you identify power with a formal role, your Achiever may be triggered.

Starting to hold dialogue on power in an organisation; how we view, exercise and promote power; can bring about deeper awareness. Awareness of an aspect of the system colouring the entire system

An awareness that alone can hold the power to initiate shifts in the power structures of the system.

Team / Organisational Practice

Organisational Fear

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Organisational Fear

Talking about our fears is scary, and vulnerable. But such a beautiful way to both get closer to each other, and to plant seeds of awareness to change what is holding us back.

Start by 1 minute in silence, feel into your 4 Ways of Knowing.

- Experience your own presence and note your thoughts, body, heart and soul.

1.5 min: Share in triads (30s per person):

- What stood out to me during 1 minute of silence was...

2 min: Sense into yourself

All people share the same palette of inner figures. Our inner figures carry the same palette of fears that are expressed in all human beings in different ways.

- Which fears of your inner figures' (see the picture below) do you sometimes experience being triggered in you, when you are with your team or in your organization?

10 min: Explore in triads

Explore in triads the fears that are triggered. What different fears are triggered in the three of you? In what situations? What triggers the fear?

2 min per triad: Share in whole group

Share what fears you have talked about in your triad.

10 min: Explore in triads

What needs to exist to not trigger these fears? What do you need to not be triggered in these fears?

2 min per triad: Whole group

Share what you have talked about in your triad.

5 min: Whole group

What themes do we hear about what needs to exist?

What stories do we hear?

2 min: final reflection:

"How can I create more of what needs to exist?"

"How can we create more of what needs to exist?"

Bring this awareness with you this coming week.

As individuals and groups:

3 min: Check out

What was it like for me to be part of this exercise?

Set aside 10 minutes next week to reconnect, explore and share in the team

FEAR

We trigger heroic fear in every system, every day. Creating awareness of how to avoid triggering these fears is central to unlock the full potential of the organization and its employees.

When we are triggered in a fear, we are held back from being our full selves. We are held back from being fully creative, cooperative, empathetic and able to take different perspectives. We are held back from growing in interaction with others.

Being held back from being fully alive!

FEAR OF...

...not being able to make enough difference

...what to meet looking into myself / see looking into the system
...not fitting in this system

...not being enough
...not developing / growing
...not living up to standards

...Failure
...being wrong
...not knowing

...conflict
...being rejected
...not belonging/being a part of...

...not being safe
...not being in control

ALCHEMICAL

TRANSFORMING

REDEFINING

ACHIEVER

EXPERT

DIPLOMAT

OPPORTUNIST

Team Practice

4 Levels of Listening

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CHANGING BUSINESSES
TRANSFORMING LIVES

Team Practice - 4 Levels of Listening

In your team, keep the 4 Levels of Listening your focus area for a number of weeks, and note how that deepens your collaboration.

1. **Intention:** At the start of your meetings: Remind yourselves of the 4 Levels of Listening, and the intention to listen to each other with an open heart.
2. **Action:** In your meeting, pay extra attention to from where you are listening.
Try to actively listen with an open heart. Really being curious of the other, and the other's perspective. Trying to see the world through the eyes of the other.
3. **Reflection:** After the meeting/dialogue - reflect on: From what levels were you listening? What enabled you to keep an open heart? What made you close?
4. **Learning:** Learning will come, as you start to reflect.

1 CLOSED MIND

NOT OPEN FOR INPUT

2 OPEN MIND

OPEN FOR FACTUAL INPUT ONLY

3 OPEN HEART

TRYING TO SEE THE WORLD THROUGH THE EYES OF THE OTHER

4 OPEN WILL

LISTENING TO THE FUTURE THAT WANTS TO EMERGE

[HERE](#) YOU CAN FIND AN INTRODUCTION, AND A GUIDED TEAM EXERCISE ON THE 4 LEVELS OF LISTENING.

4 Levels of Listening

Otto Scharmer and the Presencing Institute at MIT have researched the importance of listening to collaborate and create together. To meet and let new perspectives emerge to accommodate change of any social system.

Sustainable change, or rather sustainable continuous emergence, can be obtained only when we listen with an open will. Free from our own pre-made plans, listening to the future that wants to emerge.



Team Toolbox Practices

The practices in this section originate from our team development toolbox. Designed to help evolve a team or a group. They all hold a post conventional intention, but are more direct than previous practices. For forming teams needing a more hands on guidance.

All are validated, and proven effective to help any team grow - together.

Many of the leaders we know from our programs and trainings use them regularly to lift their teams' excellence by human centric means.





Creating Space

Team / Organisational Practices

INTO THE NEW

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CHANGING BUSINESSES
TRANSFORMING LIVES

We often get the question: “What is the most important thing to make a team function and perform really, really well?”

Our response to that question is: The space. A holding environment. Where people can actually meet and connect. To the level and depth that makes them feel alive. Truly alive. And to let that space deepen as the individuals and the team evolves. To enable a deepened journey.

Any practice applied as “A procedure just for the sake of its outcomes” are very likely to not give those anticipated outcomes, at least not lasting over time.

We have seen teams succeeding. But when the space is not safe enough, when the holding environment is not fully there, when life is not alive enough, that success always comes to an end, sometimes abruptly so, when things change.

We have also seen teams being able to succeed over time, in a changing environment, in a way that make both results and the individual team members grow. The holding space has been a key. A desire to meet and connect. To explore together. In a space that is safe. Safe to be “naked” in. Safe to fail in. Safe to be vulnerable in. Safe to be proud in. Safe to win in – together.

But HOW?

It may seem an impossible task to help shape that space. But it is actually not that hard. The key is to have courage to try. To be honest with the intentions. And to play together.

The most important thing is for you to be... YOU! Fully you. Without filters and masks. And to prioritize connection. To make space for it. To give it time.

To help you, we have collected connecting practices in the previous section: Connection. For you to play with. But any practice may create connection. May shape the space, it that is the intention.

Many, many of the brave leaders we know use thesen with their teans/groups, and are hugely appreciated for that.

Contents

Team Toolbox Practices

Headlines and Descriptions (1/1)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Team Mission

Craft and align you teams mission to your own drives, and to the organizational needs.

Team Purpose

Dig deeper into why you do whay you do. Many teams experience this as a deeply meaningful practice.

Stakeholder Mapping

This is a simple way of identifying your stakeholders and assessing the quality of these relations to identify where you need to shape stronger connection and mutuality.

Stakeholder Interview

Reflecting together on the System, the group and ourselves always bring deepening insights, and tie the work group together, as well as highlight new perspectives and differing views.

Dependency Dialogue

Holding a dialogue on how you view a dependendy between each other, and how you both can contribute to loosen it, and communicate around it is liberating and connecting for all parties, and will increase collaboration.

Navigate via tension

Tensions are energy consuming aspects of work. This is a way to integrate capturing and resolution of tensions into the agile practices.

See all tensions as a source of development. If shared, they may be hidden treasures

Team Mission

A way to shape and agree on the team mission, stated by the organization, jointly adjusted and mutually accepted.

The Team Mission is the team's role in the organization. When the mission align with personal purposes engagement and power is released.

Preparation

Stakeholders: Prepare by getting input from your most important external stakeholders, invite them to share their view on the team's Mission in writing, as input to the workshop.

Team members: Prepare by stating what you as team members see as your mission.

Step 1 – Personal meaning

You get energy from what you find meaningful in life.

Write individually on post its for 3 minutes (set a timer):

- What is meaningful for you? What makes you wake up with a smile in the morning? What gifts do you have for the world?

Share in triads:

- Share your notes in triads. Explore similarities and differences.

Share in full group:

- Summarise the triad dialogues in a full group sharing.
- Hold a short dialogue on: what do we hear brings meaning to us as individuals?

Step 2 – Personal meaning

Share the input from your most important stakeholders on why your team exists – your Team Mission.

Does this mission cover what you actually do as a team?

Does this mission cover what gives us energy and meaning?

If not: do we need to update OR do we need to stop doing certain things?

Make update suggestions of your Team Mission accordingly.

Plan B: If you are not able to get input from your stakeholders, or don't have any. Do like this:

Write individually on post its - what do you, as a team, need to do to deliver on your mission?

Think also about what is needed and should be done, that may not be there today.

Cluster the notes and write cluster headline

Team Practice

Team Mission (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Step 1 – Personal meaning

You get energy from what you find meaningful in life.

Write individually on post its for 3 minutes (set a timer):

- What is meaningful for you? What makes you wake up with a smile in the morning? What gifts do you have for the world?

Share in triads:

- Share your notes in triads. Explore similarities and differences.

Share in full group:

- Summarise the triad dialogues in a full group sharing.
- Hold a short dialogue on: what do we hear brings meaning to us as individuals?

Step 2 – Personal meaning

Share the input from your most important stakeholders on why your team exists – your Team Mission.

Does this mission cover what you actually do as a team?

Does this mission cover what gives us energy and meaning from step 1?

If not: do we need to change, add to, or stop doing certain things?

Make update suggestions of your Team Mission accordingly.

Plan B: If you are not able to get input from your stakeholders, or don't have any. Do like this:

Write individually on post its - what do you, as a team, need to do to deliver on your mission?

Think also about what is needed and should be done, that may not be there today.

Cluster the notes and write cluster headline

Step 3 - Re-contract and update

Now it is time for you to re-contract with relevant stakeholders, to gain mutuality for your new mission.

With whom do you need to anchor your suggested changes to get an agreement, a new "contract" on your mission? Take those dialogues and come to an agreement.*

*There are times when all our wishes cannot be met. Coming to an agreement is not equal to getting all your wishes accepted. But the chances increase if you give the stakeholders the purpose background of why you have suggested the changes.

Team Practice Team Purpose

INTO THE NEW

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CHANGING BUSINESSES
TRANSFORMING LIVES

Team Purpose

Step 1 – Revisit your mission

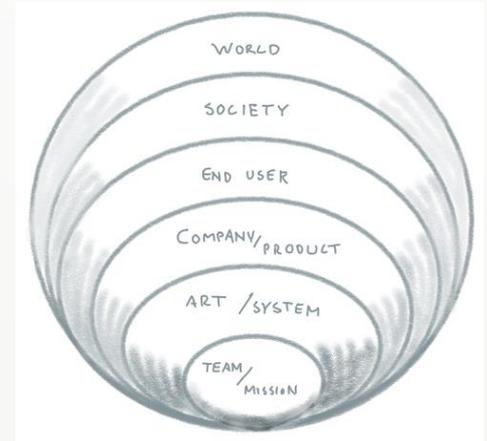
Revisiting your mission. What is it that your team is set to do?

Step 2 – Levels of Value

Now, it is time to explore the value created at a higher level. In the larger system. Until you reach as wide as you can or feel is relevant.

Use the 6 level figure to navigate the abstraction- / system levels, and adopt it to your needs.

At the innermost level: Team/Mission, put your Team Mission



Step 3 - Re-contract and update

Now it is time for you to re-contract with relevant stakeholders, to gain mutuality for your new mission.

With whom do you need to anchor your suggested changes to get an agreement, a new “contract” on your mission? Take those dialogues and come to an agreement.*

*There are times when all our wishes cannot be met. Coming to an agreement is not equal to getting all your wishes accepted. But the chances increase if you give the stakeholders the purpose background of why you have suggested the changes.

SYSTEM

What value do you, by fulfilling your mission, provide at System level?

Think individually at first and then share in the team, to ensure that you keep the diverse viewpoints of the team. Use post-its, or write directly on the whiteboard. You may want to limit to a few notes each.

COMPANY/SERVICE/PRODUCT

What value does this enable at Company/Product level? What value does this enable?

Individually first, then share.

USER

What possibilities/value does this enable at End User level? What value does this enable?

Individually first, then share.

SOCIETY

What possibilities/value does this enable at Society level? What value does this enable?

Individually first, then share.

WORLD

What possibilities/value does this enable at World level? What value does this enable?

Individually first, then share.

Some teams find it helpful to write a Team Purpose statement, to keep the purpose alive and make decisions towards the purpose. Sense into if this is helpful for you.

Team Practice Stakeholder Mapping

INTO THE NEW

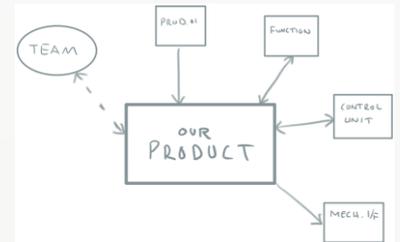
ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Stakeholder Mapping

This is a simple way of identifying your stakeholders and assessing the quality of these relations to identify where you need to shape stronger connection and mutuality.

Prepare

It can be useful to create a product /org interface/boundary map as a starting point of stakeholder identification. This can also be refined during this practice.



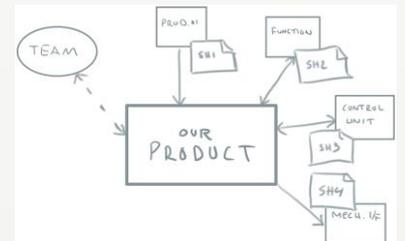
1 - Identify

Work with the product/organisation interface and boundary map, and add stakeholders to it:

Have everyone write down who they interact with on a regular basis on one note per stakeholder.

Ask yourselves - who would we benefit from having a relation with that we don't have today? Continue writing.

When stakeholders are added to the existing map, it may look like:



2. Assess Collaboration Quality

For each stakeholder, ask: Is the collaboration with "X" satisfactory? Do we get what we need from one another to do our job?

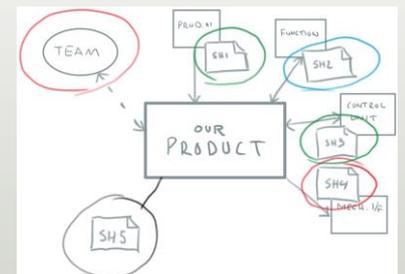
Do a "fist of five". (1=NO, 5= FULLY)

It is OK to not vote if you can't make a just assessment.

Color code the stakeholders.

Red = low votes - attention needed. Blue = not critical...

Green = Good. Black = No existing relation...



3. Initiate Dialogue

Identify the relations important for you to improve. Where shall you start?

Improved collaboration is all about having a dialogue. To create a shared view of the world. To connect and see each other's needs. The Stakeholder Interview is a good way to do this.

What dialogue do you want to initiate to improve these relations, and how do we make that happen?

Remember: Improving a stakeholder relation might add more in product value than finishing a feature.

Team Practice Stakeholder Interview

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Stakeholder Interview

A beautiful way to step into the shoes of any stakeholder, and for that stakeholder to step into your shoes for a little while.

1 - Identify

Identify the stakeholders who are relevant to your current need of feedback. The tool “Stakeholder Mapping” may help you in this.

2 - Meet

Just before the meeting, spend a few minutes on quietly relaxing, getting into a mindset of curiosity and exploration.

Try to really listen to each other, with an open heart. Try to see the world from the eyes of your stakeholder.

And... set a timer. 3 minutes per question is a good rule of thumb.

Q1. In your view, what is your most important objective, and how can I contribute to it?

Q2. How do you evaluate whether my contribution to your work has been successful? How do you evaluate your own work?

Q3. If I was able to change two things in my area of responsibility within the next three months, what would create the most value and benefit for you?

Q4. What do you see as my greatest strengths and how do you see me applying them? If possible, share a story where I applied these strength.

Q5. What is deeply meaningful to you?

3 – Reverse Roles

Let your Stakeholder interview you with the same questions, and the same mindset. This practice is really powerful when you reverse roles. Mutuality guaranteed.

4 – Reflect Together

Both you and your stakeholder: reflect in the two questions together for a few minutes:

1. How was it to have a conversation like this?
2. What do I bring from this conversation?

A stakeholder interview allow you to step into the shoes of any stakeholder or team member and see your role through their eyes.

It is a beautiful way to practice level 3 listening, and create mutuality that will leverage you collaboration.

The Stakeholder Interview is awesome to use between individuals in any team and work group. To create deeper connection and understanding of what you do, and how you are interdependent.

Dependency Dialogue

1. Map Dependencies

To find your dependencies, you may want to consider the following:

- a. With whom do I have interactions to be able to do my job?
- b. What specific tasks I have are dependent on someone? Within my team? Outside my team? Who?
- c. Who is dependent on me to do their job?

2. 6-Question Stakeholder Dialogue

Meet the person(s) you are dependant on, and hold a dialogue on the 6 questions below.

- a. Describe your understanding of the dependency and ask about the stakeholder perspective.
- b. Agree on how to communicate delays and blockers.
- c. How can you be of service in order to help your stakeholder.
- d. Are there any actions you can take to help loosen the dependency?
- e. Ask: How can the stakeholder be of service in order to help you?
- f. Are there any actions your stakeholder can take to loosen the dependency?

3. Keep the dialogue

Find ways for how your and your stakeholders will stay in dialogue. Fikas, meetings or any other way. The important thing is that the dialogue is ongoing in some way.

4. Regularly check dependencies in your team

Find a way to recurringly, at any ceremony you shortly address your dependencies.

1. What dependencies are not working?
 2. With what stakeholders do we need a dependency dialogue?
 3. What dependencies do we want to keep an eye on?
 4. What dependencies are not hurting us?
 5. Celebrate what works! ...and make sure to let the stakeholders know!
- An email is ok, live is always better! This is the single most important factor in getting mutuality to really fly

This practice helps teams and individuals to clarify dependencies and take accountability for selected tasks. It also creates a habit of following up on these commitments.

When studying teams, MIT researchers found that what really mattered was less about who is on the team, and more about how the team worked together. The second most important factor was rather simple; could the team members depend on one another to do what they said they would.

Navigate via tension

Tensions are energy consuming aspects of work. This is a way to integrate capturing and resolution of tensions into the agile practices.

See all tensions as a source of development. If shared, they may be hidden treasures

1. Tension, Needs & Ideas Capturing

Recurringly ask: "What is my most pressing tension/need right now?" This can e.g. be done at the daily stand up. Write one post-it per tension/need.

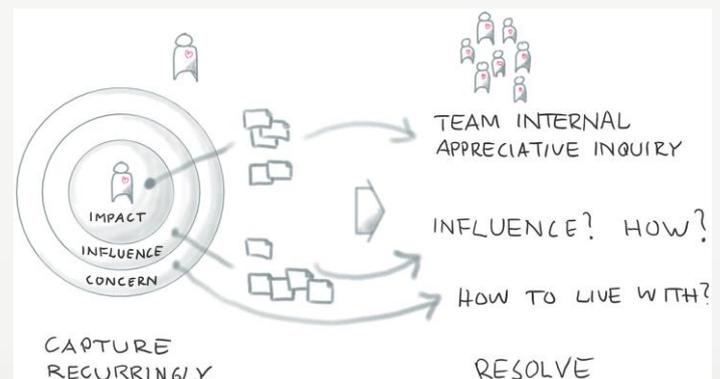
Create a joint place to collect all tension/need post-its, grouped in similar topics. Make sure to make space for ideas for solutions as well! Categorize the post-its by:

zone of impact - something you can impact.

zone of influence - something you may influence.

zone of concern – things that you cannot affect.

ideas - for improvement or solving of tensions.

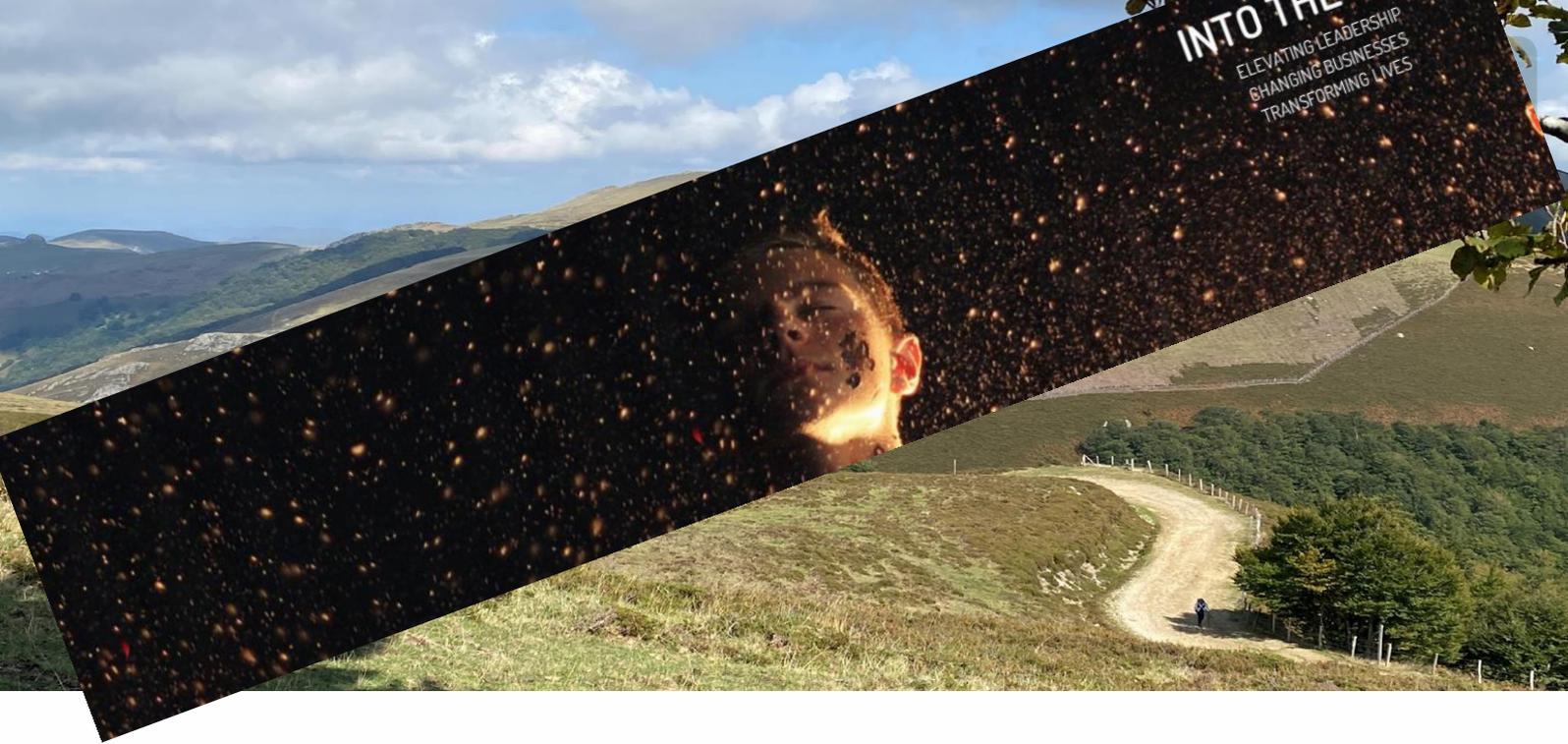


2. Tension Resolving

On a regular basis, e.g. at every retrospective or review, create space to hold dialogue on the tensions captured. Focus on the zone of impact. Maybe a little on the zone of influence.

Start with just shaping awareness. Awareness is the initiator of all change...

What co-awareness is growing from this. What steps wants to be taken in the light of this? What experiments wants to be made? How can you do this together?



**NOT PUBLISHED
BELOW**

ATT KANSKE FÖRA IN FRÅN GAMLA TOOLS:

IND:

Intentional Silence

TRIAD:

Deliberately Developmental

TEAM:

Team Values, Principles and Rituals

Team Charter

Learning Experiments

Planning Week – a team guide

Responsibility Collaboration Dialogue

DEAR eller Release Tension in Conflict

ORG:

Org Feedback loop

5D, Appreciative Inquiry

Case Clinic

Open space

Team Practice

The Opportunist

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CHANGING BUSINESSES
TRANSFORMING LIVES

The Opportunist in your TEAM:

If you need a refresh, watch the intro clip on the Opportunist again.

1 min: Reflect individually on how you experience the Opportunist in your team.
How does it show?

- In yourself?
- In you as a team, toward other teams and the system?

6 min: Share and reflect in triads. How does the Opportunist show...

- 3 min: ...in you?
- 3 min: ...in you as a team, toward other teams and the system?

6 min: Explore in triads.

When you experience the Opportunist showing: what may have caused the triggering?

- 3 min: What culture (how you are with each other)?
- 3 min: What structure (processes, tools, agendas, ceremonies...)?

3 min: Share highlights in full group. (30s to 1 min per triad)

6 min: Explore in triads: To avoid triggering the Opportunist...

- 3 min: What ONE thing can you start changing in your team culture?
- 3 min: What ONE thing can you start changing in your team structure?

3 min: Share highlights in full group (30s to 1 min per triad)

3 min: Reach consent on:

- What ONE thing in your culture will you as a team start changing?
- What ONE thing in your structure will you as a team start changing?

3 min: Full group.

- When and how in your recurring team ceremonies do you check that the Opportunist gets space = This is a 30 s checkpoint using e.g. a fist of five.

"How safe do I feel in openly express my needs and my fear in our team?"

- How do you initiate change, of culture and structure, when you notice that the Opportunist does not get space in your team?

Triggering of heroic fear is done in every system, every day, and work to avoid triggering these fears is central to unlock the capability of the organization and its employees. To enable us to be fully alive!

We have seen triggered Opportunistic fear leading to:

Power games, ego focus, command and control, disconnection, fear and externalizing of blame, not taking ownership, no accountability, loss of WE.

The Diplomat in your TEAM

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

The Diplomat in your TEAM: (in total 31 min)

If you need a refresh, watch the intro clip on the Diplomat again.

1 min: Reflect individually on how you experience the Diplomat in your team.
How does it show?

- In yourself?
- In you as a team, toward other teams and the system?

6 min: Share and reflect in triads. How does the Diplomat show...

- 3 min: ...in you?
- 3 min: ...in you as a team, toward other teams and the system?

6 min: Explore in triads.

When you experience the Diplomat showing: what may have caused the triggering?

- 3 min: What culture (how you are with each other)?
- 3 min: What structure (processes, tools, agendas, ceremonies...)?

3 min: Share highlights in full group. (30s to 1 min per triad)

6 min: Explore in triads: To avoid triggering the Diplomat...

- 3 min: What ONE thing can you start changing in your team culture?
- 3 min: What ONE thing can you start changing in your team structure?

3 min: Share highlights in full group (30s to 1 min per triad)

3 min: Reach consent on:

- What ONE thing in your culture will you as a team start changing?
- What ONE thing in your structure will you as a team start changing?

3 min: Full group.

- When and how in your recurring team ceremonies do you check that the Diplomat gets space = This is a 30 s checkpoint using e.g. a fist of five.

"I feel belonging and psychological safety, and I can openly express my opinions, ideas and needs. I can safely engage in healthy conflict in my team."

- How do you initiate change, of culture and structure, when you notice that the Diplomat does not get space in your team?

Triggering of heroic fear is done in every system, every day, and work to avoid triggering these fears is central to unlock the capability of the organization and its employees. To enable us to be fully alive!

We have seen triggered Diplomat fear leading to:

Us vs Them culture, organizational blame, individual loneliness, poor team dynamics, loss of psychological safety, loss of perspectives, loss of creativity & innovation

Team Practice - the Expert

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

The Expert in your TEAM:

If you need a refresh, watch the intro clip on the Expert again.

1 min: Reflect individually on how you experience the Expert in your team. How does it show?

- In yourself?
- In you as a team, toward other teams and the system?

6 min: Share, and reflect in triads. How does the Expert show...

- 3 min: ...in you?
- 3 min: ...in you as a team, toward other teams and the system?

6 min: Explore in triads.

When you experience the Expert showing: what may have caused the triggering?

- 3 min: What culture (how you are with each other)?
- 3 min: What structure (processes, tools, agendas, ceremonies...)?

3 min: Share highlights in full group. (30s to 1 min per triad)

6 min: Explore in triads: To avoid triggering the Expert...

- 3 min: What ONE thing can you start changing in your team culture?
- 3 min: What ONE thing can you start changing in your team structure?

3 min: Share highlights in full group (30s to 1 min per triad)

3 min: Reach consent on:

- What ONE thing in your culture will you as a team start changing?
- What ONE thing in your structure will you as a team start changing?

3 min: Full group.

- When and how in your recurring team ceremonies do you check that the Expert gets space? This is a 30 s checkpoint using e.g. a fist of five.

"I feel recognized for my knowledge, and can openly express ideas and contribute with/share knowledge. I experience that we build on each others' ideas and competence, and seek new perspectives to create greater solutions and grow together."

- How do you initiate change, of culture and structure, when you notice that the Expert does not get space in your team?

Organisational Fear

Triggering of heroic fear is done in every system, every day, and working to avoid triggering these fears is central to unlock the capability of the organisation and its employees. To enable us to be fully alive!

Effects in a team, of a triggered Expert is:

Constant "battles" of who is right, or the joint search for the optimum solution gets us into a closed mind. This keeps us in the current, and we miss the truly groundbreaking ideas and concepts.

A triggered expert is also uninterested in, and incapable of human to human connection. Of course devastating for team work.

We have seen triggered Expert fear leading to:

Unwillingness to share knowledge, micro-managing, top-down steering, fear of failure = staying in the safe zone, stifled innovation and creativity, internal competition, lowered collaboration within teams and between teams, loss of intention, loss of purpose.

Team Practice - the Achiever

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

The Achiever in your TEAM:

If you need a refresh, watch the intro clip on the Achiever again.

1 min: Reflect individually on how you experience the Achiever in your team. How does it show?

- In yourself?
- In you as a team, toward other teams and the system?

6 min: Share and reflect in triads. How does the Achiever show...

- 3 min: ...in you?
- 3 min: ...in you as a team, toward other teams and the system?

6 min: Explore in triads.

When you experience the Achiever showing: what may have caused the triggering?

- 3 min: What culture (how you are with each other)?
- 3 min: What structure (processes, tools, agendas, ceremonies...)?

3 min: Share highlights in full group. (30s to 1 min per triad)

6 min: Explore in triads: To avoid triggering the Achiever...

- 3 min: What ONE thing can you start changing in your team culture?
- 3 min: What ONE thing can you start changing in your team structure?

3 min: Share highlights in full group (30s to 1 min per triad)

3 min: Reach consent on:

- What ONE thing in your culture will you as a team start changing?
- What ONE thing in your structure will you as a team start changing?

3 min: Full group.

- When and how in your recurring team ceremonies do you check that the Achiever gets space? This is a 30 s checkpoint using e.g. a fist of five.

"I feel recognized for my contribution, performance and development, in line with our clear and shared team goal. Our team values are clear, and we live them, in what I experience as a mutually reinforcing feedback culture."

- How do you initiate change, of culture and structure, when you notice that the Achiever does not get space in your team?

Organisational Fear

Triggering of heroic fear is done in every system, every day, and working to avoid triggering these fears is central to unlock the capability of the organisation and its employees. To enable us to be fully alive!

Effects in a team, of a triggered Achiever are:

A strong focus on speed, results and getting to action gets us into a closed mind. Closed for what may be the right thing to do. Closed for human needs. Closed for that which is not immediate. Closed for that which may shape what will keep us relevant over time.

We have seen triggered Achiever fear leading to:

A hero culture. People taking credit for other's work. Leaders wanting to get credit from their superiors on the cost of others. Internal competition. Speed & short term focus. Loss of perspectives, loss of agility, responsiveness and emergence, loss in creativity and innovation, loss of talent, burn outs.

Team Practice - the Redefining

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

The Redefining in your TEAM:

If you need a refresh, watch the intro clip on the Redefining again.

2 min: Individually Reflect

Reflect individually on how you experience the Redefining in hiding in your team.

Self:

Have you held back or avoided to share or speak of "a crack" that YOU note in your team, due to resistance from others or due to restricting norms or culture: where you feel that you could have created more value "for the many" but avoid to address it.

System:

Have you held back or avoided to share or speak of "a crack" that you as a TEAM note in the system, due to resistance from others or due to restricting norms or culture: where you feel that you could have created more value "for the many" but avoid to address it.

12 min: Share and reflect in triads

Share and reflect in triads. How does the Redefining in hiding show...

- 6 min: ...in YOU in your team?

- 6 min: ...in you as a TEAM, toward other teams and the system?

12 min: Share in full group

Share highlights in full group, to shape co-awareness.

3 min: Full group

When and how in your recurring team ceremonies do you check that the Redefining gets space? This is a 30 s checkpoint using e.g. a fist of five.

"I feel safe in addressing cracks, and when I do, we collectively hold a question (or apply another emergent practice) to guide our awareness to lead to steps forward."

5 min: Initiate holding a question

Experiment with holding a question together on a crack you have discovered. See the tool "Collectively Holding a Question".

or, if you have noted that your Redefining often is in hiding (holding back sharing cracks): use that as a situation/challenge to address in the tool "Collectively Holding a Question".

The shift to post heroic

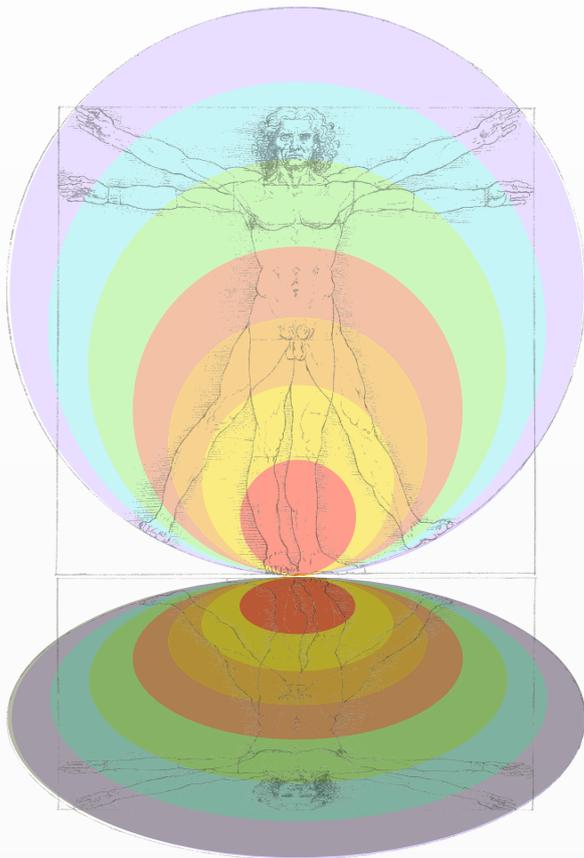
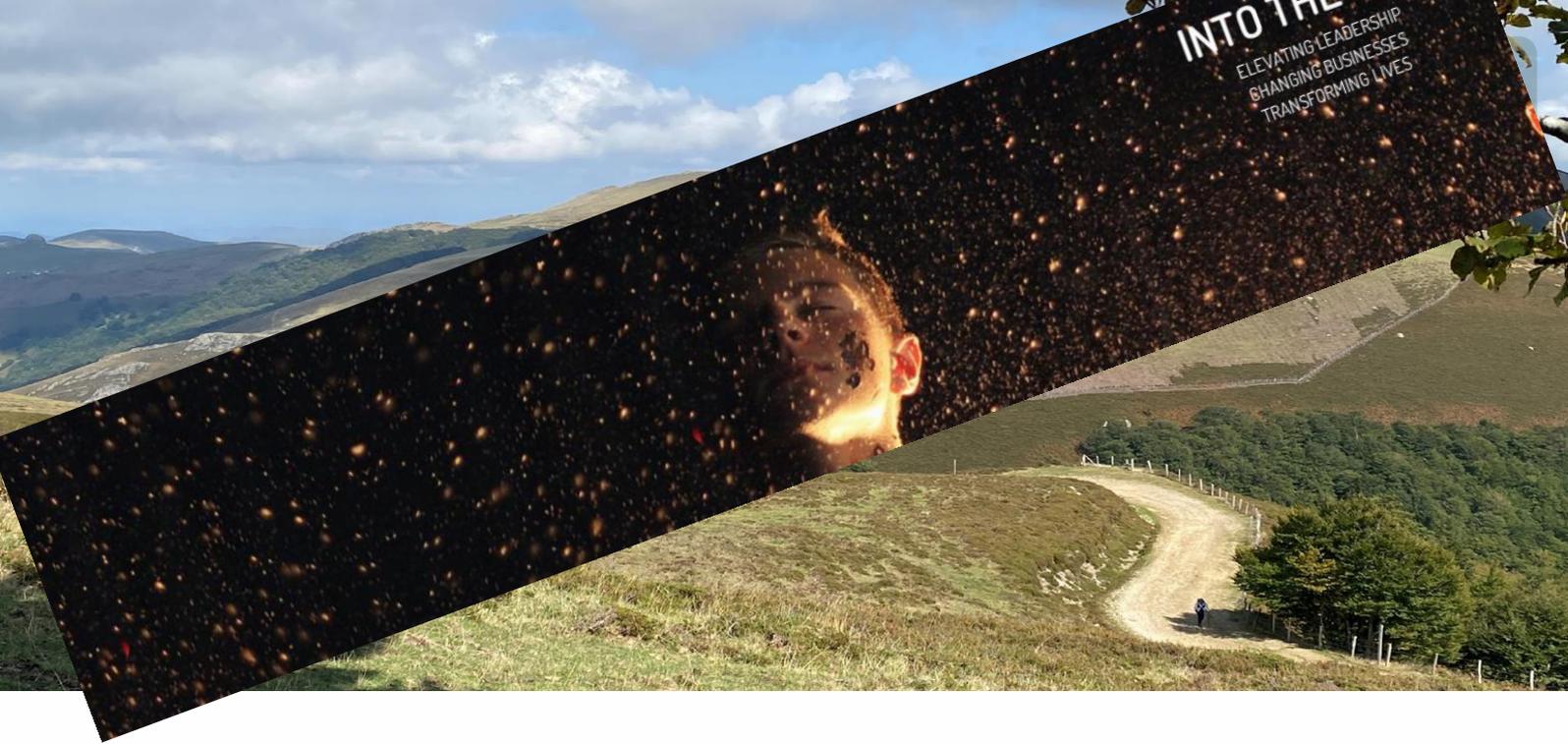
The heroic paradigm is strongly dominant in most organisations of today (2022). This make the shift to the post-heroic hard. For the Redefining, the term 'Redefining in hiding' explains the effect of this. Even if our Redefining sees the cracks, we hold back in resistance from the heroic voices in the system.

Effects in a team, of a Redefining in hiding may be:

Avoidance to address cracks or dysfunctions when resistance to change exists, or when the culture and norm is strong.

Avoidance to even look for improvement, and avoidance to continue to explore what can be improved.

Adherence to the system, as it is. Giving in to the current state.



**IN WORK
BELOW**

Team Stakeholder Mapping (1/3)

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Stakeholder Mapping **IN WORK**

This is a co-creative way to map and agree on responsibilities and mutual expectations, and connect those to value creation. In a team or between teams.

Individual Preparations

Map your view of your own role

1. Map your view of your role, your responsibilities, mandates and your expectations on yourself.

Use post-its to enable moving these around during the sessions.

2. What do you believe others expect from your role?

Map your view of the others' roles

1. Map your expectations on your team members' roles: their responsibilities, mandates. One by one. Focus on the ones you have closest dependencies on.

Use post-its to enable moving these around during the sessions.

Refresh on your Team Purpose & Mission

Refresh on your team's purpose and mission (and wider purpose if that exists)?

WS Session #1 (eget blad)

WS Session #2 (eget blad)

?

Responsibility & Role Dialogue **IN WORK**

This is a co-creative way to map and agree on responsibilities and mutual expectations, and connect those to value creation. In a team or between teams.

Individual Preparations

Map your view of your own role

1. Map your view of your role, your responsibilities, mandates and your expectations on yourself.

Use post-its to enable moving these around during the sessions.

2. What do you believe others expect from your role?

Map your view of the others' roles

1. Map your expectations on your team members' roles: their responsibilities, mandates. One by one. Focus on the ones you have closest dependencies on.

Use post-its to enable moving these around during the sessions.

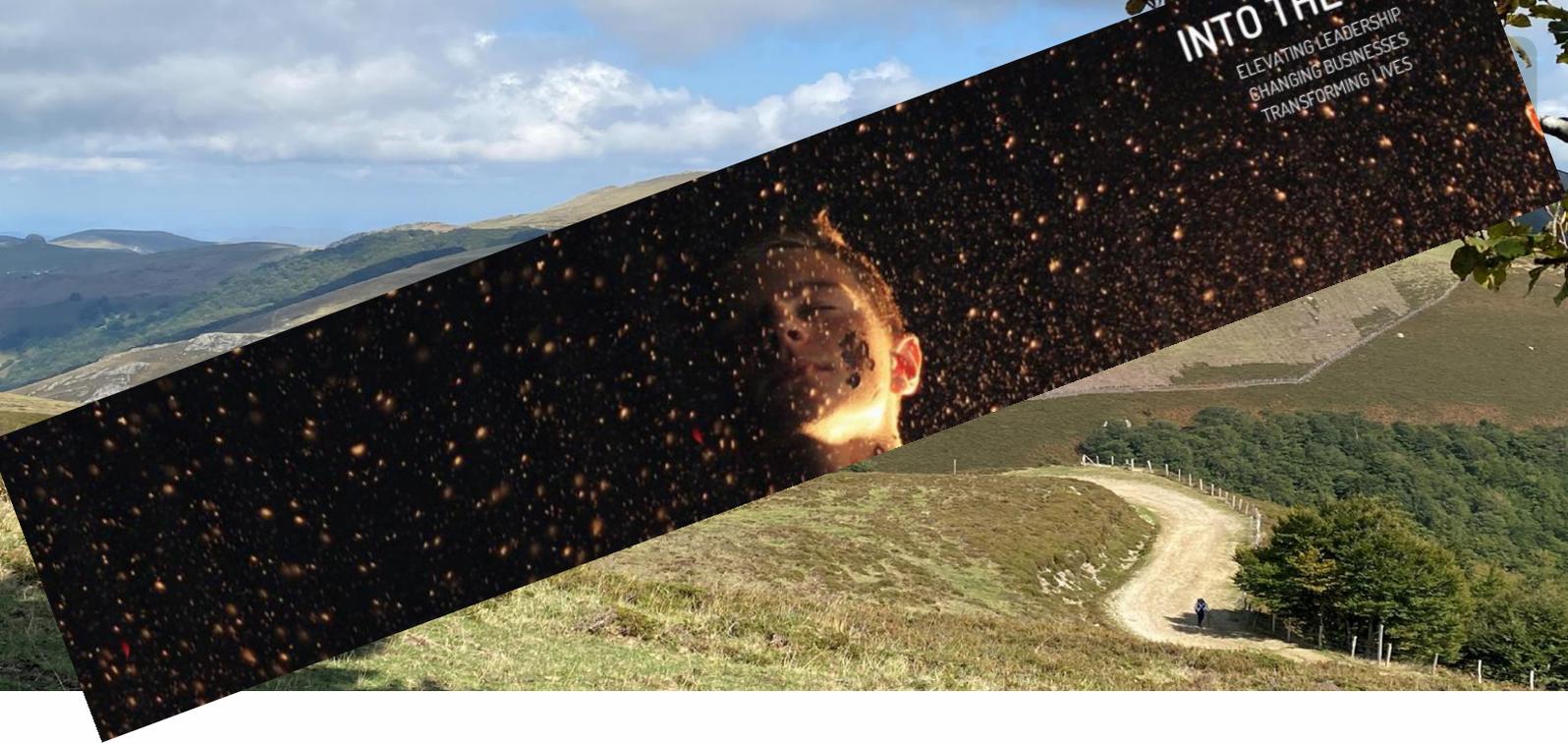
Refresh on your Team Purpose & Mission

Refresh on your team's purpose and mission (and wider purpose if that exists)?

WS Session #1 (eget blad)

WS Session #2 (eget blad)

?



9 month Leader program Unique Pracitces

Contents

Triad/Pair Practices

Headlines and Descriptions (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

#1 Explore 4 ways of knowing, Infinity 8, 4 levels of listening

Explore a challenge or stuck situation through the lens of 4 ways of knowing, Infinity 8 and 4 levels of listening.

#2 Explore Opportunist, Values, I-A-R-L, Power & Attention

Explore a challenge or stuck situation through the lens of values, intention-action-reflection-learning, Power and Attention

#3 Explore Diplomat, Cycle of Co-Emergence, 4 parts of speech, Fear, Norms & Values, To hold a question

Explore a challenge or stuck situation through the lens of Cycle of Co-emergence, 4 parts of speech, Fear

#4 Explore Expert, the Field, Awareness Loops & Assumptions, Longing & Fear, your Gifts

Explore a challenge or stuck situation through the lens of the Field, Awareness Loops & Assumptions, Longing & Fear, your Gifts

#5 Explore the Achiever, Power, golden moment of NOW, Fear/Longing, Embodied Sensing

Explore a challenge or stuck situation through the lens of Power, golden moment of NOW, Fear/Longing, Embodied Sensing

#6 Explore the Redefining, Redefining, Power of Attention, Infinity 8, Awareness loops and Organizational fear

Explore a challenge or stuck situation through the lens of the Power of Attention, Infinity 8, Awareness loops and Organizational fear

#7 Transforming, Creating Space, Constructs, Attachments.

Explore your transforming, how you holds space, your constructs and attachments

#8 Generic Triad Exploration

Triad Exploration - The Opportunist

Explore curiosities, triggers and gifts of your inner Opportunist. Sharing your different experiences of your inner figures is surprisingly rewarding.

Triad Exploration - The Diplomat

Explore curiosities, triggers and gifts of your inner Diplomat. Sharing your different experiences of your inner figures is surprisingly rewarding.

Contents

Triad/Pair Practices

Headlines and Descriptions (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration - The Expert

Explore curiosities, triggers and gifts of your inner Expert. Sharing your different experiences of your inner figures is surprisingly rewarding.

Triad Exploration - The Achiever

Explore curiosities, triggers and gifts of your inner Achiever. Sharing your different experiences of your inner figures is surprisingly rewarding.

Triad Exploration - The Redefining

Explore curiosities, struggles and gifts of your inner Redefining. Sharing your different experiences of your inner figures is surprisingly rewarding.

Triad Exploration - The Transforming

Explore curiosities, challenges and gifts of your inner Transforming. Sharing your different experiences of your inner figures is surprisingly rewarding.

Triad Exploration - Alchemical - the non Cognitive Life Experience

Explore curiosities of the Alchemical, and your own non-cognitive experiences. Sharing your different experiences of your inner figures is surprisingly rewarding.

Triad Exploration The Opportunist

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Opportunist

Recommended preparation: Watch the introduction films for the Opportunist.

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

Explore the characteristics of the Opportunist:

10 min: Explore the Opportunist. What sparks your curiosity?

10 min: Explore the characteristics of the triggered Opportunist.

10 min: Explore the gifts the Opportunist brings. How it cares for us.

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration The Diplomat

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Diplomat

Recommended preparation: Watch the introduction films for the Diplomat.

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

Explore the characteristics of the Diplomat:

10 min: Explore the Diplomat. What sparks your curiosity?

10 min: Explore the characteristics of the triggered Diplomat.

10 min: Explore the gifts the Diplomat brings. How it cares for us.

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration The Expert

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Expert

Recommended preparation: Watch the introduction films for the Expert.

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

Explore the characteristics of the Expert:

10 min: Explore the Expert. What sparks your curiosity?

10 min: Explore the characteristics of the triggered Expert.

10 min: Explore the gifts the Expert brings. How it cares for us.

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration The Achiever

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Achiever

Recommended preparation: Watch the introduction films for the Achiever.

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

Explore the characteristics of the Achiever :

10 min: Explore the Achiever. What sparks your curiosity?

10 min: Explore the characteristics of the triggered Achiever.

10 min: Explore the gifts the Achiever brings. How it cares for us.

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration The Redefining

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Redefining

Recommended preparation: Watch the introduction films for the Redefining.

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

Explore the characteristics of the Redefining :

10 min: Explore the Redefining. What sparks your curiosity?

10 min: Explore the struggle / hardships of the Redefining.

10 min: Explore the gifts the Redefining brings. How it cares for us.

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration The Transforming

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – The Transforming

Recommended preparation: Watch the introduction films for the Redefining.

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

Explore the characteristics of the Transforming:

10 min: Explore the Transforming. What sparks your curiosity?

10 min: Explore the challenges of the Transforming.

10 min: Explore the gifts the Transforming brings. How it cares for us.

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration Alchemical – the non-Cognitive Life Experience

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – Alchemical - The non Cognitive Life Experience

Recommended preparation: Watch the introduction films for the Alchemical.

Start with creating a safe space, to open up for you to really meet. We recommend doing this by first becoming present and then connecting.

1. Become present

Sit in silence for a minute, together. Connect with your mind, your body, your heart, your soul.

Now, in silence, open your heart to yourself and the others, for another 30 seconds.

Share: “What stood out for me during this silence was...”

2. Connect

Check in with what else is present in you, that you want to share before you start.

Explore the differing characteristics of the Alchemical.

10 min: Explore the Alchemical. What sparks your curiosity? How does your alchemical speak with you?

15 min: Explore and share the range of your non-cognitive life experiences in your triad. We all have them. Sometimes we don't pay attention, though.

(Intuition, intuitive guiding/knowing in strong present centered awareness, gut feeling, experience from 'beyond the veil', extraordinary events, non-linear time, events and symbolic/guiding, deep/spiritual connections with others/nature...)

5 min of silence: Note what the silence brings, in the light of the exploration.

1 min: Thank each other. Let one minute of silence shift your awareness.

Triad Exploration Co-exploration #1 (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – Explore 4 ways of knowing, Infinity 8, 4 levels of listening

Keep time! It may feel short when unused to this format. Also, note the depths we can reach in this short time!

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: “What stood out for me during this silence was...”

And, feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case (one case holder)

Among the three of you, choose a challenge, tension, situation, person, stuck situation one of your currently faces. Pick what comes first to mind, this seems to want attention. Envision it. Make it clear to yourself.

1 min: Case holder – share your case

Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

45 min: Co-explore (on next page)

Triad Exploration Co-exploration #1 (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

45 min: Co-explore

Now co-explore the frameworks through your case. The intention is to play with and explore the frameworks, not to find answers about the case. And... any playful exploration will always seed insights and shape new awareness. And awareness is the initiator of all change! Have fun!

4 Ways of Knowing:

Guiding questions to use if you want:

- Sense into your case, from 4 ways of knowing.
- Explore: What do you note in your mind? In your body? In your heart? In your soul?
- When listening to each other, share: What do you note in your mind, body, heart, soul?

Infinity 8:

Guiding questions to use if you want:

Sense into your case.

Explore:

- What longing do you hold for your case?
- What longing can you sense in the system?
- What fear / resistance / objections do you sense in yourself? In the system?

Mirroring:

If you want, play with mirroring each other. Hearing another reflecting back to you what he/she have heard you say is a powerful way to see yourself from the outside.

Mirroring: "What I hear you say is..."

4 Levels of Listening:

Guiding questions to use if you want:

Sense into your case.

Explore:

- When you look at your case from 4 levels of listening, what do you see?
- What trigger you away from level 3?
- What can help open up for level 3 listening (open heart)?
- How can you start to listening with an open heart in your case?

<3 Thank each other <3

Now go explore the non-cognitive experience of being human.

And love yourself. And others.

Triad Exploration Co-exploration #2 (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – Explore Opportunist, Values, I-A-R-L, Power & Attention

Keep time! It may feel short when unused to this format. Also, note the depths we can reach in this short time!

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: "What stood out for me during this silence was..."

And... feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case (one case holder)

Among the three of you, choose a challenge, tension, situation, person, stuck situation one of your currently faces. Pick what comes first to mind, this seems to want attention. Envision it. Make it clear to yourself.

1 min: Case holder – share your case

Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

11 min: Opportunist in the SELF

5 min: Explore together the situations where you as individuals have noted early signs of your Opportunist having been triggered?

Where you have...

- ... been blaming others for your experience or how you feel?
- ... been avoiding authority, to get it your way?
- ... been egocentric – "as long as I get", without concern for others?
- ... been feeling unsafe?
- ... taking power or using power with force – "...because I say so"?
- ... been going for short term wins or immediate fun without concern of long-term consequences?

5 min: Explore together your different ways to meet and hold your triggered Opportunist?

1 min: Thank each other. Let one minute of silence shift your awareness.

35 min: Co-explore (on next page)

Triad Exploration Co-exploration #2 (2/2)

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ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

35 min: Co-explore

Now co-explore the frameworks through your case. The intention is to play with and explore the frameworks, not to find answers about the case. And... any playful exploration will always seed insights and shape new awareness. And awareness is the initiator of all change! Have fun!

The Opportunist

Guiding questions to use if you want:

What triggers fear of the Opportunist in your case?

- Fear of not being safe.
- Fear of not being in control of own situation.
- Fear of not getting ones needs met.
- Fear of losing one's personal freedom.

What needs to exist to not trigger opportunistic dynamics?

Values:

Guiding questions to use if you want:

- Sense into your case from your values. What becomes clearer.
- Which values are honored? Which values are violated?

Intention – Action – Reflection - Learning:

Guiding questions to use if you want:

- How clear, and shared is the Intention, the Why, in your case?
- How is action guided by the Intention?
- How do you structure reflection, to enable learning?
- How do you challenge assumptions/worldviews? How do you find hidden ones?

Power & Attention

Guiding questions to use if you want:

- What kinds of force and power can you note?
- Where is the attention directed? What if attention were directed elsewhere?

<3 Thank each other <3

Now go explore the non-cognitive experience of being human.

And love yourself. And others.

Triad Exploration Co-exploration #3 (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

Triad Exploration – Explore Diplomat, Cycle of Co-Emergence, 4 parts of speech, Fear, Norms & Values, To hold a question

Keep time! It may feel short when unused to this format.

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: "What stood out for me during this silence was..."

And... feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case (one case holder)

Among the three of you, choose a challenge, tension, situation, person, stuck situation one of your currently faces. Pick what comes first to mind, this seems to want attention. Envision it. Make it clear to yourself.

1 min: Case holder – share your case

Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

11 min: Diplomat in the SELF

5 min: Explore together the situations where you as individuals have noted early signs of your Diplomat having been triggered?

Where you have been...

... holding back yourself, your opinions or ideas?

... talking in clichés or changing subject to avoid tension?

... talking badly of others, groups or individuals (to bond with someone(s))

... seeking approval from the high-status individual?

... feeling anxiety / fear of not being included, belonging, part of?

... adapting to norms / values / behaviours of a group, afterwards realising "that was not really me"?

... given away your power, "I don't know. What do you think?" even though you had an opinion?

5 min: Explore together your different ways to meet and hold your triggered Opportunist?

1 min: Thank each other. Let one minute of silence shift your awareness.

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35 min: Co-explore (on next page)

Triad Exploration Co-exploration #3 (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

35 min: Co-explore

Now co-explore the frameworks through your case. The intention is to play with and explore the frameworks, not to find answers about the case. And... any playful exploration will always seed insights and shape new awareness. And awareness is the initiator of all change! Have fun!

The Diplomat

Guiding questions to use if you want:

What triggers fear of the Diplomat in your case?

- Fear of conflict, of not belonging, of being rejected, an us vs them attitude.

What longing and gifts does the Diplomat hold for your case.

What needs to exist to not trigger Diplomat fear dynamics?

The Cycle of Co-Emergence:

Guiding questions to use if you want:

- Sense into your case from the aspects of co-sensing, co-awareness, co-activation, co-closure and withdrawal: what do you see?

4 parts of speech

Guiding questions to use if you want:

- In your case, how is the balance between Framing, Advocacy, Illustrating and Inquiry?

- How do you invite mutual exploration and listening?

Fear, Norms & Values

Guiding questions to use if you want:

- What fear, from what inner figures, can you sense?

- What norms are holding you back? How can you bring those into co-awareness?

- What values are guiding you?

Holding a question

- How can you collectively hold a question on your case? With whom?

- How is it for you to hold a question?

- How is holding a question enriching your awareness?

<3 Thank each other <3

Now go explore the non-cognitive experience of being human.

And love yourself. And others.

Triad Exploration Co-exploration #4 (1/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
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Triad Exploration – Explore Expert, the Field, Awareness Loops & Assumptions, Longing & Fear, your Gifts

Keep time! It may feel short when unused to this format.

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: “What stood out for me during this silence was...”

And... feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case (one case holder)

Among the three of you, choose a challenge, tension, situation, person, stuck situation one of your currently faces. Pick what comes first to mind, this seems to want attention. Envision it. Make it clear to yourself.

1 min: Case holder – share your case

Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

11 min: Expert in the SELF

5 min: Explore together the situations where you as individuals have noted early signs of your Expert having been triggered?

Where you have been...

... so focused on what you know, that you don't really listen to others?

... micromanaging – since you know how to do things right?

... fighting to win an argument with facts and data?

... found yourself in a “facts-against-facts” discussion or argumentation?

... dismissed others using facts or references to specialists, to find the **right** way forward?

... held back from sharing an idea or thought, because it is not ready?

... neglected feedback or ideas from someone because they don't have the same deep knowledge as you do?

... felt fear of showing yourself vulnerable?

... been afraid of not knowing the answer?

5 min: Explore together your different ways to meet and hold your triggered Opportunist?

1 min: Thank each other. Let one minute of silence shift your awareness.

35 min: Co-explore (on next page)

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Triad Exploration Co-exploration #4 (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
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TRANSFORMING LIVES

35 min: Co-explore

Now co-explore the frameworks through your case. The intention is to play with and explore the frameworks, not to find answers about the case. And... any playful exploration will always seed insights and shape new awareness. And awareness is the initiator of all change! Have fun!

The Expert

Guiding questions to use if you want:

What triggers fear of the Expert in your case?

- Fear of failure, not knowing, being wrong, not being valued as an expert.

What longing and gifts does the Diplomat hold for your case.

What needs to exist to not trigger Diplomat fear dynamics?

The field:

Guiding questions to use if you want:

- How would you describe the field shaped by the Self, Other and System of your situation. What insight is born?

Awareness Loops & Assumptions

Guiding questions to use if you want:

- In your situation: are the general attention drawn to...

...Single loop (doing things right, searching for new actions)?

... Double Loop (doing the right things, searching for new approaches/strategies)?

... Triple Loop (exploring what assumptions you hold, searching new worldviews)?

Longing & Fear

Guiding questions to use if you want:

- In your situation: what do you long for? What do 'others' long for? What does the 'system/situation long for?

What are you afraid of? What are 'others' afraid of? What is the system/situation afraid of? How is this fear holding the situation back?

Your Gifts

- What are your gift to this situation?

<3 Thank each other <3

Now go explore the non-cognitive experience of being human.

And love yourself. And others.

Triad Exploration Co-exploration #5 (1/3)

INTO THE NEW

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Triad Exploration – Explore the Achiever, Power, golden moment of NOW, Fear/Longing, Embodied Sensing

Keep time! It may feel short when unused to this format.

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: "What stood out for me during this silence was..."

And... feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case (one case holder)

Among the three of you, choose a challenge, tension, situation, person, stuck situation one of your currently faces. Pick what comes first to mind, this seems to want attention. Envision it. Make it clear to yourself.

1 min: Case holder – share your case

Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

11 min: FIGURE in the SELF

5 min: Explore together the situations where you as individuals have noted early signs of your Achiever having been triggered?

Where you have...

- ... felt the need to perform, optimize and deliver, on the cost of human connection or human needs. Maybe thinking "Only this time..."
- ... not really listened, because you know the way forward, the plan?
- ... not taken the time to invite more perspectives, because you have a set agenda, a goal to reach, a decision to make...
- ... felt that you're not enough. That you're not being enough in who you are?
- ... worried of not living up to your own or others' standards or expectations?
- ... felt a worry for not developing, not growing?
- ... felt a worry for not advancing? Not getting more...
- ... been chasing time? Stressing about not getting done all you must do.
- ... used your formal role (with force) to get it your way?

5 min: Explore together your different ways to meet and hold your triggered Achiever?

1 min: Thank each other. Let one minute of silence shift your awareness.

35 min: Co-explore (on next page)

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Triad Exploration Co-exploration #5 (2/3)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

35 min: Co-explore

Now co-explore the frameworks through your case. The intention is to play with and explore the frameworks, not to find answers about the case. And... any playful exploration will always seed insights and shape new awareness. And awareness is the initiator of all change! Have fun!

The Achiever

Guiding questions to use if you want:

What triggers fear of the Achiever in your case?

- Fear of not being enough
- Fear of not performing
- Fear of not developing / growing
- Fear of not living up to standards (yours or others)

What needs to exist to not trigger Achiever fear dynamics?

Power

Guiding questions to use if you want:

- What kinds of power are available for you.
- How can you use them to create connection, safety and alignment.
- What kinds of power are present on your situation?
- How can you initiate co-awareness of this?

Opp:

Unilateral thru force. To get it MY way.. Grabbing or avoiding power

Dipl:

Giving your power away. To stay included. Informal status is power.

Exp:

Unilateral thru facts and knowledge. Knowledge is power.

Ach:

Delegates but keeps control. Get "my" results. Formal role is power.

Red:

Mutual with inquiry. Dialogue, question and perspective is power.

Transforming:

Mutual through attention. co-emergence Attention, vision and shared purpose is power

Alch:

Power: Expanded presence. Presence and energy is power

Continued on next page ...

Triad Exploration Co-exploration #5 (3/3)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
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... continued

The golden moment of NOW

Guiding questions to use if you want:

- When are you?
- Where are you?
- What effect does that have on you? On others?

Fear/Longing

Guiding questions to use if you want:

- 1. What fear have you encountered in yourself today? How was it for you to meet that fear?
- 2. What longing have you felt today?

Embodied Sensing

Guiding questions to use if you want:

For your case, your situation.

1. What does your bodies tell you? What do you see, feel?
2. What does your triad peers' bodies tell them? What do they see, feel?

<3 Thank each other <3

Now go explore the non-cognitive experience of being human.

And love yourself. And others.

Triad Exploration Co-exploration #6 (1/3)

INTO THE NEW

ELEVATING LEADERSHIP
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Triad Exploration – Explore the Redefining, the Power of Attention, Infinity 8, Awareness loops and Organizational fear.

Keep time! It may feel short when unused to this format.

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: "What stood out for me during this silence was..."

And... feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case (one each)

Choose a challenge, tension, situation, person, stuck situation you currently face. Pick what comes first to heart, this seems to want attention. Envision it. Make it clear to yourself.

1 min each:

Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

11 min: the Redefining in SELF

5 min: Explore together the situations where you as individuals have noted your Redefining:

i. in hiding

Self: Have you held back or avoided deeper exploration of aspects you note in yourself?

Other / System: Have you held back or avoided to share or speak of "a crack" that YOU note with others or in the system?

ii. in action:

Other / System:

Have you actively questioned the status quo, the current, with the intention of seeking co-awareness with others?

5 min: Explore together your different ways to meet and hold your triggered Redefining?

1 min: Thank each other. Let one minute of silence shift your awareness.

35 min: Co-explore (on next page)

Triad Exploration Co-exploration #6 (2/3)

INTO THE NEW

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CHANGING BUSINESSES
TRANSFORMING LIVES

35 min: Co-explore your case

Now co-explore your case. If you want, go back to the previous triad explorations and look at your case also through these.

The intention is to play with and explore the frameworks, not to find answers about the cases. And... any playful exploration will always seed insights and new perspectives about the cases, as a positive side effect. Have fun!

the Power of Attention

What gets attention grows. Guiding our joint attention is a way to initiate co-awareness.

And awareness is the initiator of all change...

- Where is the attention in your challenge?
- What is reinforced? What is made possible?
- What does not get space? What is not made possible?



Infinity 8

Everything grows in a dance between longing and fear. In a polarity between expansion and resistance. Meeting the resistance/fear showing when we get in touch with our longing/aspiration is a path to growth.

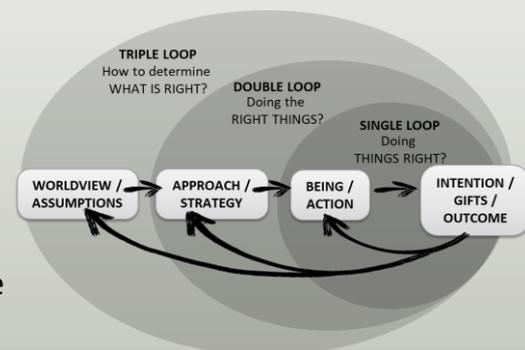
- What longing can you sense in the system/situation?
- What resistance and fear can you sense in the system/situation, holding your challenge back?



Single- Double- Triple Loop Awareness.

If we can cultivate our silent listening, and triple loop awareness to our own actions, and to a team's and system's current dynamics, we can harness the human equivalent of multidimensional nuclear power.

- What kinds of awareness do you note in your challenge. How is the balance?



... continued on next page

Triad Exploration Co-exploration #6 (2/3)

INTO THE NEW

ELEVATING LEADERSHIP
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TRANSFORMING LIVES

... continued

Organisational Fear.

When we are triggered in a fear, we are held back from being our full selves. We are held back from being fully creative, cooperative, empathetic and from taking different perspectives. We are held back from growing in interaction with others. Being held back from being fully alive!.

FEAR...

- ... fear is no longer fearful
- ... not being able to make enough difference for the many
- ... what to meet looking into myself
- ... what to see looking into the system
- ... not fitting in this system
- ... not being enough / living up to standards
- ... not having enough time
- ... not developing / growing / advancing
- ... failure / being wrong / not knowing
- ... not being viewed as the expert
- ... conflict / being rejected
- ... not belonging / being a part of...
- ... not being safe / in control
- ... loss of personal freedom

LONGING ...

- ... transcendence
- ... transformation of self and system
- ... challenging the status quo
- ... finding deeper meaning
- ... creating value, together
- ... growth
- ... being loved and appreciated for who I AM
- ... understanding 'the models describing the world'
- ... being certain
- ... to be included
- ... to rest in being a part of the group
- ... to be me, to be free, unconstrained
- ... to be safe



What heroic fear is triggered in your challenge? In the system? What heroic longing?
What fear can you see in the system? What longing?
(mark in the list above if you please, and take free text notes below)

<3 Thank each other <3

Now go explore the non-cognitive experience of being human.

And love yourself. And others.

Triad Exploration Co-exploration #7 (1/2)

INTO THE NEW

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Triad Exploration – the Transforming, creating Space, Constructs, Attachments.

Keep time! It may feel short when unused to this format.

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: “What stood out for me during this silence was...”

And... feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case

Choose a challenge, tension, situation, person, stuck situation you currently face. Pick what comes first to heart, this seems to want attention. Envision it. Make it clear to yourself.

1 min :

Case holder: Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

11 min: the Transforming

5 min: Explore together how you continuously listen to, and hold dialogue with all your inner figures.

5 min: Explore together

Your gift to this world is being YOU! All of you!

- How do you open to let go of constructs holding you back from being more of you?
- How do you meet and heal your inner fear, liberating you to be more you.
- How do you listen for guidance in line with your intention or purpose?
- How do you embrace emergence, letting the next step unfold over and over, holding the plan lightly?

1 min: Thank each other. Let one minute of silence shift your awareness.

35 min: Co-explore (on next page)

Triad Exploration Co-exploration #7 (2/2)

INTO THE NEW

ELEVATING LEADERSHIP
CHANGING BUSINESSES
TRANSFORMING LIVES

35 min: Co-explore your case

Now co-explore your case through the frameworks. The intention is to play with and explore the case to shape a wider and deeper awareness. Awareness that may open up for new ways forward.

Creating Space

To dare to meet ourselves. To dare to meet each other. To dare to meet the ever-changing world. To dare to be in the unknown surrounding us at all times. We need a safe, holding environment. From that – anything can grow.

View your case:

- How is the holding environment?
- How can you direct the attention to the importance of a safe space?

Constructs

Our constructs, the lenses we view our world through, determines what is possible and not. When we spot them, they can start to fall. To make room for new ones. Once a construct falls, we are liberated. Entering a space of greater possibility.

View your case:

- What constructs may you hold about your case? (What do you “know” is true.)
- Imagine letting these go:
 - What may open? (Upper 8).
 - What resistance/fear show (lower 8)
- What collective constructs may exist in the system?
- How can you direct the attention to these, opening for co-sensing/co-awareness of something new?

Attachment

Letting go of an attachment opens up new possibilities, new ways, to new possible outcomes. It can also make visible fear and resistance. Letting go of attachment to something that is still deeply important to us can be a beautiful dance.

View your case:

- What attachment do you hold for your case? (outcomes, identity, power, role, status...)
- What collective attachments can you sense?
- Imagine letting these go:
 - What may open? (Upper 8)
 - What resistance/fear show (lower 8)
- How can you embrace and meet the fear?
- How can you direct attention to these attachments, to open up new ways?

Triad Exploration

Co-exploration #8 - Generic

INTO THE NEW

ELEVATING LEADERSHIP
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Triad Exploration – General Exploration

Keep time! It may feel short when unused to this format.

3 min: Become present and open your hearts

1 min: Sit in silence. Get present. Connect with your mind, your body, your heart, your soul.

30 s: In silence, open your heart to yourself and to the others.

30 s each: Share: “What stood out for me during this silence was...”

And... feel free to also check in with what else is present in you, that you wish to share.

1 min: Choose a case

Choose a challenge, tension, situation, person, stuck situation you currently face. Pick what comes first to heart, this seems to want attention. Envision it. Make it clear to yourself.

1 min :

Case holder: Share your case in three sentences (we don't need to understand much about a case in order to help explore perspectives).

- Share the context of your case in **one sentence**.
- Share what you find challenging about the case, in **one sentence**.
- Share who YOU become in your case, in **one sentence**.

11 min: Your inner Figure

Explore together how you continuously listen to and hold dialogue with your inner figures. What voices are dominant? What longing and fear is expressed by your figures?

1 min: Thank each other. Let one minute of silence shift your awareness.

35 min: Co-explore

Select one or a few frameworks to explore.

Looking at your case through this frame, what stands out? What becomes clearer? What does not get space?

Use your deck of cards, or the previous practices as a guide to help you select framework.