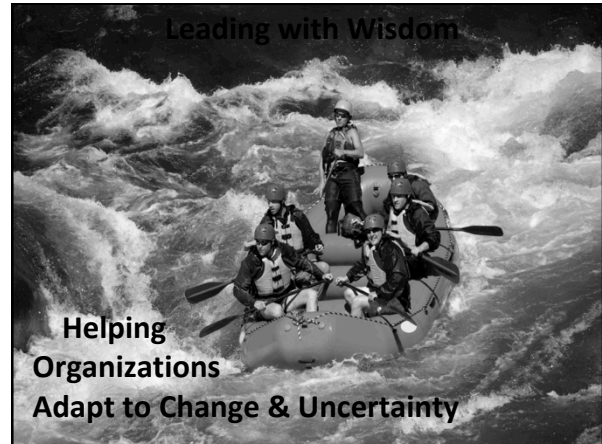


Leading With Wisdom
Presented to GSD Annual Conference October, 2020
By Mark D. Bennett, Uniting by Design LLC (Formerly Decision Resources, Inc.)



“ The occasion is piled high with difficulty and we must rise with the occasion. As our case is new, so must we think anew and act anew.”

Abraham Lincoln

Webinar Learning Objectives

Adaptive Capacity
What..Why..How

Values as the Key
Integrity..Accountability..Credibility

Practical Wisdom
Elements..Resources..Application

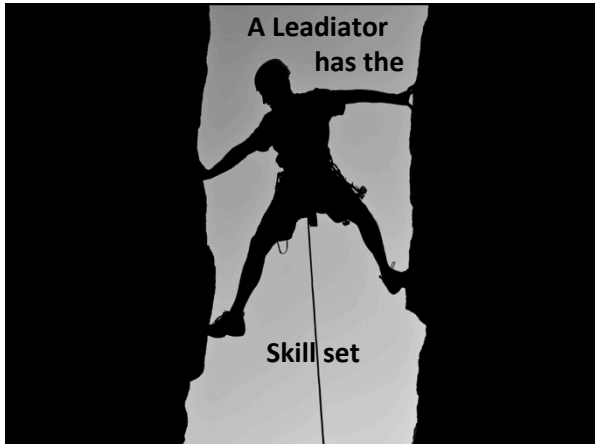
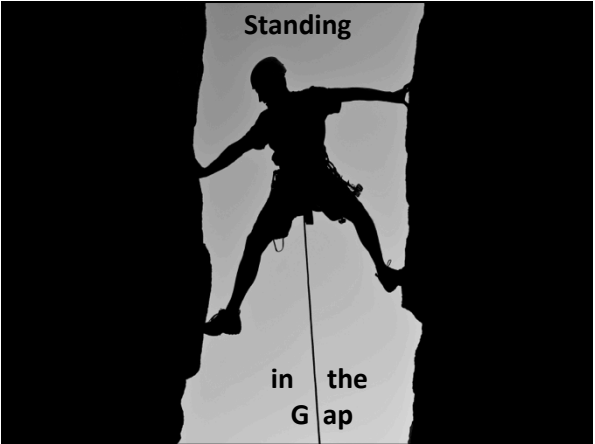
HOPE!

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Now, More Than Ever, Adaptive Capacity Is

THE MASTER STRATEGY

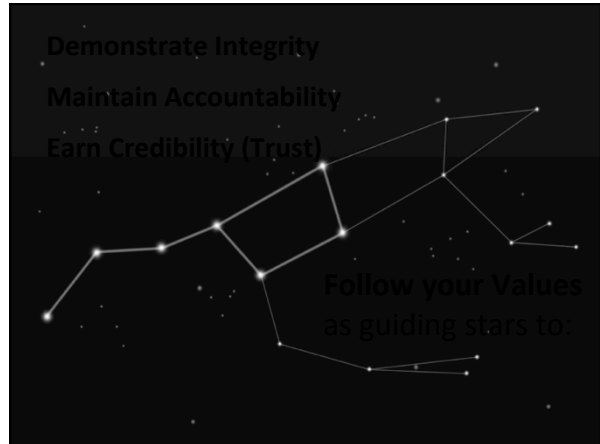
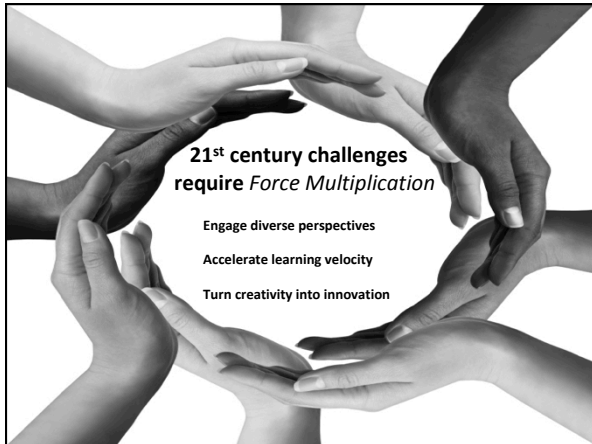
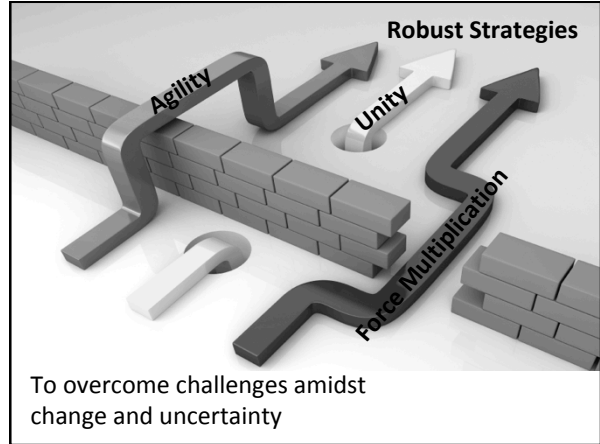
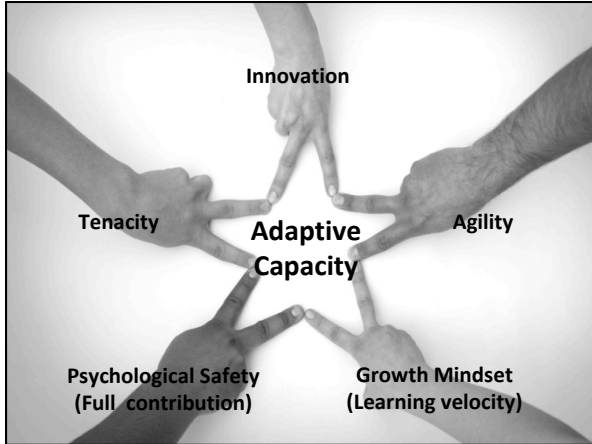
- Cascading change in a complex operating environment
- Limited human and material resources relative to need
- Leverage to scale faster



How Leadiators Stand in the Gap

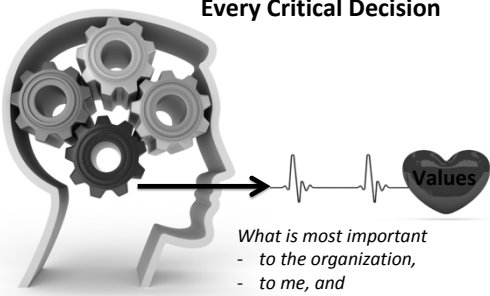
Recognize What Is	Chart the Course	Imagine What Could Be
<i>Situational Awareness</i>	<i>Creative Collaboration</i>	<i>Pragmatic Idealism</i>
Corrosive Cynicism	Out of the Action Analysis Paralysis	Wishful Thinking

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The Question at the Heart of Every Critical Decision



What is most important
 - to the organization,
 - to me, and
 - to those who will be affected?

Wisdom Puts Values into Action

Big Value Word **RESPECT**

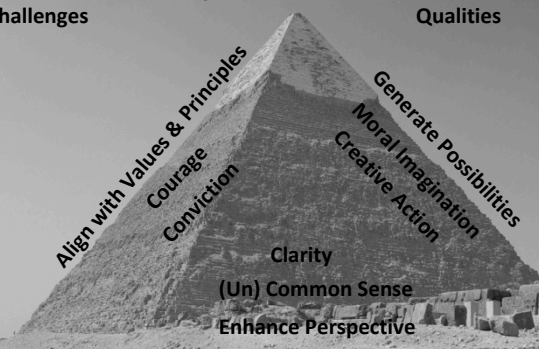
Definition Positive regard for the dignity of all persons

Action principles

- Encourage and value the contributions of each person
- Listen well, communicate openly honestly, and encourage others to do the same
- Treat others as we would like to be treated ourselves

Supporting Behaviors **Detracting Behaviors**

Dimensions of Wisdom




Meet Challenges **Tap Inner Resources** **Show Qualities**

Align with Values & Principles
Courage
Conviction

Generate Possibilities
Moral Imagination
Creative Action

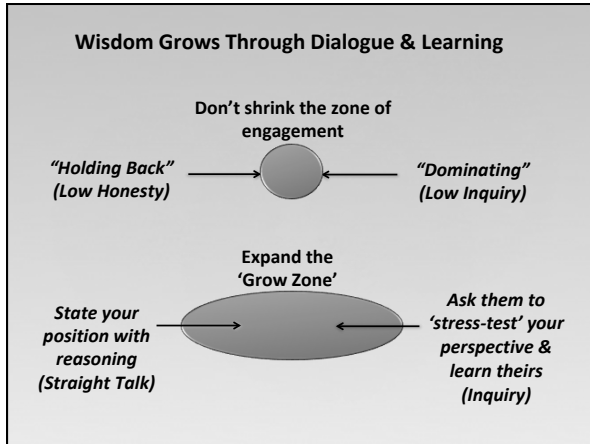
Clarity
(Un) Common Sense
Enhance Perspective

A Wise Process Prevents 'Stinkin Thinkin'



Information Overload
Uncertainty Overwhelm (Fear)
Time Compression
Analysis Paralysis *Tunnel Vision*

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“The north of peace-building is best articulated as finding our way toward becoming and being local and global human communities characterized by respect, dignity, fairness, cooperation, and the nonviolent resolution of conflict. To understand this north, to read such a compass, requires that we recognize and develop our moral imagination far more intentionally.”

John Paul Lederach
 The Moral Imagination: The Art and Soul of Building Peace

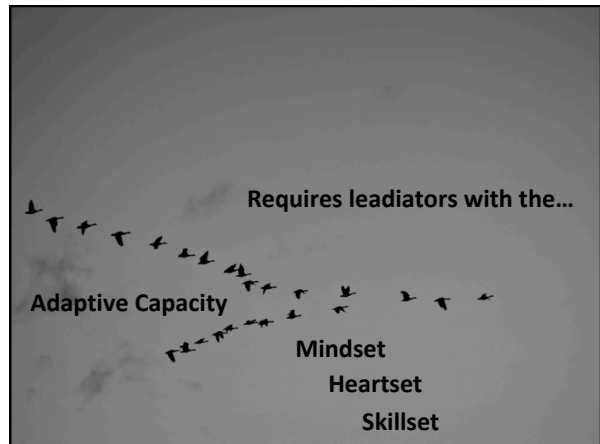
Capacities of Moral Imagination

Imagine ourselves in a web of relationships including strangers and adversaries

Embrace complexity, rise above divisions, and reach beyond accepted meanings to discover new angles, opportunities, and unexpected potentialities

Provide space for the creative act to emerge

Take risks to step into the unknown without guarantee of success or safety



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“ Hope is definitely NOT optimism. It is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out.”

Vaclav Havel *1st democratically
elected President of Czech Republic*





UNITING BY DESIGNSM

Leading With Wisdom

Helping Organizations Adapt to Change
and Uncertainty

Presented to NM General Services
Division Annual ADR Conference

October 6, 2020

Mark D. Bennett
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Speaker Information, Copyright, and Use of Materials

For the past 30 years, Mark D. Bennett has worked with organizations (businesses, nonprofits, government agencies) as a consultant, leadership coach, trainer, facilitator, and mediator. His subject matter expertise includes values-based decision making and building healthy organization cultures through dialogue, collaboration, wise planning, and principled negotiation. He is the coauthor of *A Field Guide to Good Decisions: Values in Action*.

After his early career as a lawyer with an emphasis on employment law and civil rights, Mark pursued graduate studies in psychology and family therapy. Then he had a full-time practice as a mediator for over two decades. He is the coauthor of *The Art of Mediation* which is in a second edition and has been used as a training reference in the US, Canada, and Europe. He has mediated hundreds of organizational, business, family, and community disputes. He has also trained many leaders and managers to use practical mediation skills to resolve organization conflicts.

His latest book will be out in late 2020. *Uniting by Design: the Architecture of Creative Collaboration*

Mission Statement: Helping leaders build healthy organizations with wise decisions and creative collaboration.

Speaking and Workshop Topics:

Uniting by Design the Architecture of Creative Collaboration in Organizations, Teams, and Groups

Strong Decisions By Design How Leaders Use Values and Ethics to Align, Guide, and Succeed

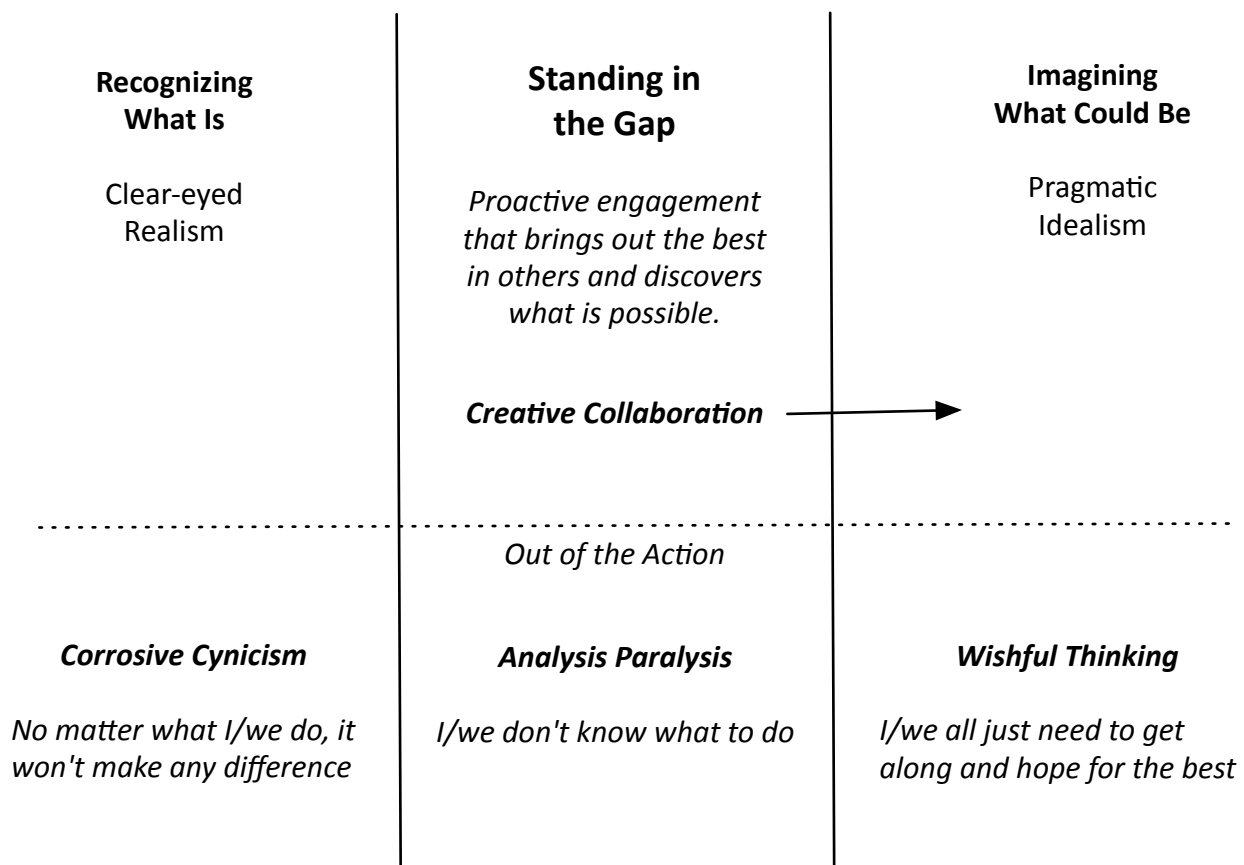
Wise Planning the Path of Accountability, Unity, and High Performance

The Peaceful Organization Bridging Differences with Principled Negotiation

Contact: Mark D. Bennett mark@unitingbydesign.com +1 505 660 8806
www.unitingbydesign.com

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Leaders, senior managers, and change agents who want to make a difference in the work through collaboration must be willing to stand in a place of uncertainty and orient toward possibility. Meaningful change requires the courage to stand in this gap, realistically accepting WHAT IS and persevering to generate WHAT COULD BE. It is essential to remain positive and focused, avoiding predictable patterns of thinking and feeling that will pull a leader or change agent out of the action, away from the intentional, whole-hearted engagement necessary to succeed.

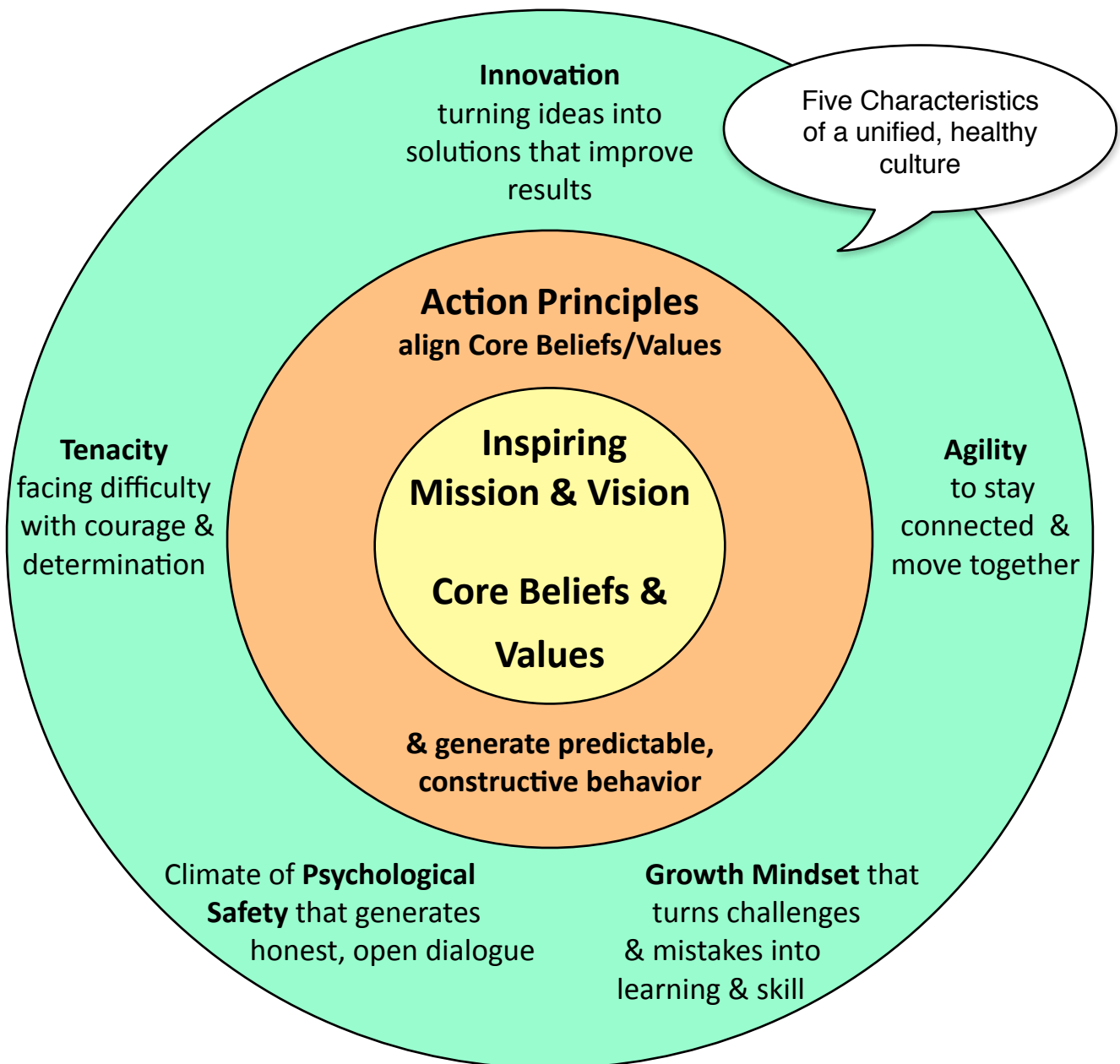


Organizations have to be able to redefine themselves at a faster and faster pace.

Ray Kurzweil Futurist

Healthy, successful organizations are resilient, able to adapt and respond to change, challenges, and setbacks. Resilient capacity is built from the inside out starting with the organization's core identity. Mission & Vision confirm **WHY** the organization exists. Clearly articulated core beliefs and values define **WHO WE ARE**. Around this core, clearly articulated behavioral principles shape cultural characteristics through patterns of predictable, constructive attitudes and behavior (**HOW WE WORK TOGETHER**).

Nature works with five polymers. Only five polymers. In the natural world, life builds from the bottom up, and it builds in resilience and multiple uses.
Janine Benyus author *Biomimicry: Innovation Inspired by Nature*



There are leaders with titles and authority and then, there are those who lead at all levels. Leadership requires regular reflection on the structural elements that build a unified, resilient culture. Leadership, at every level, must be a “beacon,” continuously signaling purpose, values, and key behaviors to help others align. Then, leaders must actively cultivate a culture that encourages predictable, constructive behavior through training, coaching, and accountability.

Elements	What is Our Current Level? (For your team? For the org. as a whole? (5-high to 1-low)	How can you set the example, establish the conditions, & build the org.'s capacity?
<p>Integrated Core Values A clear statement of values that is actively used to make decisions, guide behavior, and define the culture</p> <p>Action-based Principles Clear guidance (orientation, evaluation, coaching) for how we move the values into action</p> <p>Agility Ability to come together, collaborate, assess, and adapt to fulfill the mission amidst uncertainty and change</p> <p>Innovation Individual and collective ability to reimagine, creatively solve problems, and continuously improve</p> <p>Tenacity Strong connection to mission plus a “can do” attitude keeps morale high and collaboration strong in the face of difficulty</p> <p>Psychological Safety Climate rich in positive conversations where each one’s contributions matter and no one's dignity is at risk</p> <p>Growth Mindset Shared belief that we all can continue to develop by sharing what we know and learning together from all mistakes and challenges</p>		

Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant.

Stephen Covey Leadership expert, author *Principle-Centered Leadership*

How do you articulate the core values/guiding principles that you want to exemplify in your work as a mediator, leadiator, team member, volunteer? When these standards for our conduct are living, breathing principles, clearly and firmly fixed in our awareness, they become a constellation of guiding stars to keep us on course. Note that these examples are stated as a commitment to take action.

RESPECT positive regard for the dignity of all persons

In working with participants, I will:

- Encourage and value the contributions of each person, and support their empowered engagement
- Listen well, communicate openly and honestly, and encourage others to do the same
- Treat others as I would like to be treated, relating so well with them that they choose to actively participate in the process

INTEGRITY honesty, directness, and respect for commitments made

In all of my interactions, I will:

- Foster trust by being truthful, empathetic, and consistent
- Be authentic and courageous, aligning what I am thinking, saying, feeling, and doing
- Be responsible for and follow through on the commitments I make

FAIRNESS impartial treatment toward others free from bias or prejudice

In my work as a _____, I will:

- Monitor my judgments about others to maintain a calm, even-tempered presence
- Identify assumptions that I make and check them to avoid negative characterization of the motivations or actions of others
- Remember that I am on everyone's side to find a constructive resolution

IMAGINATION creativity in all I do

In seeking to fulfill my mission as a _____, I will:

- Look beyond the challenges of the present and envision what is possible
- Cultivate innovation and risk taking
- Embrace continuous learning

EXCELLENCE striving to meet the needs of the participants

In every situation, I will:

- Put forth my personal and professional best, providing the highest quality service of which I am capable
- Commit myself to continuous improvement, seeking to surpass the professional performance standards within this field
- Deliver a superior experience for all participants, sensing their needs and exceeding their positive expectations

Name of Value (Noun) _____

Basic meaning (1-2 sentences) _____

Commitment to Action (3-4 affirmative statements) I/we will: (Verb)

Name of Value (Noun) _____

Basic meaning (1-2 sentences) _____

Commitment to Action (3-4 affirmative statements) I/we will: (Verb)

Name of Value (Noun) _____

Basic meaning (1-2 sentences) _____

Commitment to Action (3-4 affirmative statements) I/we will: (Verb)

Strategy is a matter of the heart as well as the head. Values and basic beliefs exercise a real gravitational pull on the organization's direction.
Benjamin Tregoe Strategic planning pioneer

The moral imagination is the capacity to recognize turning points and possibilities in order to venture down unknown paths and create what does not yet exist. Regarding peace, it is the capacity to imagine and generate constructive processes rooted in the day-to-day challenges of violence and yet transcend these destructive patterns. John Paul Lederach

Fundamental Capacities

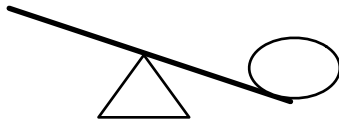
Ideas for Application and Action

Imagine ourselves in a web of relationships including strangers and adversaries

Embrace complexity, rise above divisions, and reach beyond accepted meanings to discover new angles, opportunities, and unexpected potentialities

Provide space for the creative act to emerge

Take risks to step into the unknown without guarantee of success or safety



Barriers to Application

How do you/could you apply this principle?

Tortoise.... How can I slow down and pay more attention to what is happening, where the obstacles are, and where the opportunities might be?

Rule of Change.... If the status quo is not acceptable, what can I do differently to move forward?

Artichoke.... How can I peel the layers down to the heart of the matter (needs and values)?

Third Story.... After your story and my story about what has happened and what it means, is there a third story large enough to enable us to proceed together?

AAA.... How can I ACCEPT them as they are are, ACKNOWLEDGE their legitimate needs and concerns, and ADAPT my approach to the needs of the situation?

Beginner's Mind.... How can I look at this with fresh 'eyes' free of assumptions and limiting beliefs that could be preventing me from clearly seeing, thinking, and skillful action?

Angel of Reality.... How can I firmly and respectfully speak and act so they learn about the situation, its limitations, and the practical possibilities?

To do the common things of life in an uncommon way.

George Washington Carver
African American scientist and pioneer

In a sense, knowledge shrinks as wisdom grows: for details are swallowed up in principles....The habit of the active utilization of well-understood principles is the final possession of wisdom.

Alfred North Whitehead
British mathematician, philosopher

Knowledge comes by taking things apart. But wisdom comes by putting things together.

John A. Morrison American physician

Let those who would move the world first move themselves.

Socrates Greek philosopher

It's what you learn after you know it all that counts.

Ethel Barrymore Actress

The only thing worse than being blind is having sight but no vision.

Helen Keller American activist

In the Sermon on the Mount, Jesus said "Blessed are the peacemakers for they shall be called children of God." Many who work for peace are not at peace. To make peace, our hearts must be at peace with the world."

Thich Nhat Hanh Vietnam Buddhist peace activist

If one takes care of the means, the end will take care of itself.

Mahatma Gandhi
Indian politician, spiritual leader

If you talk to a man in a language he understands that goes to his head. If you talk to him in his language that goes to his heart.

Nelson Mandela South African leader

The longest distance on earth is the 14 inches from the head to the heart.

Agnes Baker Pilgrim
Council of Indigenous Grandmothers

We fail to realize that mastery is not about perfection. It's about a process, a journey. The master is the one who stays on the path day after day, year after year. The master is the one who is willing to try, and fail, and try again, for as long as he or she lives.

George Leonard *Mastery*

People with a high level of personal mastery approach their life as an artist would approach a work of art. They do that by becoming committed to their own lifelong learning.

Peter Senge *The First Discipline*

Find the heart of it. Make the complex simple and you can achieve mastery.

Dan Millman
Way of the Peaceful Warrior

And now here is my secret, a very simple secret; it is only with the heart that one can see rightly, what is essential is invisible to the eye.

Antoine de Saint-Exupery
French writer, *The Little Prince*

The Moral Imagination: The Art and Soul of Building Peace John Paul Lederach, Oxford University Press 2005. This book gets us “out of the box” of method, technique, and process. Written by a world citizen and mediator who has practiced and experienced deeply some of the most polarized and dangerous conflicts in the world.

Solving Tough Problems: An Open Way of Talking, Listening, and Creating New Realities Adam Kahane, Barrett-Koehler 2004, 2007. An inspiring guide by someone who has worked on some of the toughest problems in the world. It all comes down to the ways to bring people together to truly talk and listen to one another. Simple to state, not so easy to practice successfully.

Invictus: Nelson Mandela and the Game that made a Nation Far more inspiring than the movie (which is inspiring!), this book lays out the playbook of a leader whose example led millions away from violence and toward peace. Read it to ignite your moral imagination about what is possible.

The Dance of Change: the Challenges to Sustaining Momentum in Learning Organizations Peter Senge et al. Currency Doubleday 1999. A theory and toolbox for the practice of possibility. You don't need to read the book. Just open it, look around, and find something to inspire you or help you.

The World Cafe: Shaping Our Futures Through Conversations That Matter Juanita Brown and David Issacs, Berrett Koehler, 2005. Describes a valuable, flexible, easy-to-use process for fostering collaborative dialogue, sharing mutual knowledge, and discovering new opportunities for action. All the tools and guidelines are available online. This is an invaluable tool for community building. It has been field-tested all over the world for two decades bringing together groups of 12-1200 in cities and in remote rural areas, with large corporations and grass roots organizations, with scientists and with school children.

Mindset: The New Psychology of Success Carol Dweck, Ph.D. 2006, 2016 Ballantine. A gifted researcher who developed a set of learning strategies to reach “unreachable” children and turn them into superior learners shares her practical strategies for how to reframe mistakes and difficulty into learning. Here work has moved out of the field of education into organizations where it is being used to meet the challenge of adapting to change through learning velocity.

A “Dirty Dozen”: Traps and Biases that Cloud Thinking and Decision Making

By Mark D. Bennett

Framing Bias How we pose a question, problem or decision affects the way we respond, and ultimately, the credibility of the decision itself. Frames include and exclude experience, values, training, people, options, and information. **Antidote:** *Find an expansive frame that reveals the issues embedded in the decision. Remember: what we see depends on where we stand.*

Loss Aversion We tend to attach greater weight to *possible* losses than to *possible* gains. Ironically, we fear loss and are risk averse and yet, we don't evaluate either one thoroughly. We often minimize the upside and over-focus on the downside of a choice, missing the chance to put both into proper perspective. **Antidote:** *Use a process that mindfully surfaces and weighs potential losses and gains for all stakeholders to balance. Plan for loss mitigation.*

Endowment Effect We tend to overvalue a benefit or object we already own. We attach greater weight to what we possess, have earned, or feel entitled to have. This can accentuate the value and the potential loss. Therefore, we want compensating benefits to be clear and substantial. **Antidote:** *Understand that people resist giving up what they already have, then engage them to clarify the kind of real benefits that might mitigate the loss.*

Mental Accounting Each of us keeps different psychological accounts for valuing and comparing things. The person spending hours driving to different stores to save \$5 on an item will seem to make an impulsive decision to go on a cruise costing thousands because he accounts for it in different ways. When another's accounting is different than ours, it's easy to dismiss their point of view as irrational or foolish. **Antidote:** *Be willing to ask stakeholders about their process of valuing and listen to find their unique 'logic' and way of accounting for value. Accept the challenge of acknowledging and addressing values you do not share.*

Order/Recency Effect The order that facts come to us affects the way we consider and weigh them. In organizations, people sometimes perceive that *the last loudest voice wins* – the person weighing in last has disproportionate influence on the outcome. Initial statements, positions, and comments can easily set the tone and direction for all that follows. A fact, a framework to consider, an impression or an opinion that comes to us first or last can have greater influence than worthy alternatives in between. **Antidote:** *Offset the tendency to anchor ourselves in a first perspective (or be unduly influenced by the last) by greater awareness. Experiment with heavier consideration of 'mid-term' perspectives.*

Judgmental Overconfidence We tend to overestimate the accuracy of our assumptions and our predictions about future events. We can't properly weigh the importance of unknowns and seldom acknowledge that an individual has only part of the relevant information. **Antidote:** *Courageously commit time to a process that provides safety for all participants. Encourage them to be 'angels of reality' and ask pointed questions that test your assumptions, surface missing information, and fill in blind spots.*

Reactive Devaluation Our evaluation of a viewpoint, an idea, or proposal will differ depending on the source. We tend to devalue what we hear from someone with whom we have disagreement or an adversarial relationship more than we do when it comes from someone who is neutral, a friend, or an ally. **Antidote:** *Use a process that includes people in decision making who can remind us to separate the message from the messenger and weigh all views, observations and ideas carefully.*

Sunk Cost Fallacy We're more likely to continue to invest resources when we focus (naturally) on what we have already 'sunk' into the enterprise, rather than on the best use of time, money, and energy from this point forward. We may spend even more trying to save or avoid 'losing' what has already been spent, to avoid psychological pain or the loss of face. **Antidote:** *Be open to the answer to the questions, "What is the best use of my or the organization's time, money, and effort now?" and "What am I most afraid of losing?"*

Status Quo Bias Natural and powerful inertia keeps us doing the same thing, on the same course. This avoids the discomfort and uncertainty required to change. **Antidote:** *Consider 'doing nothing' as a formal option, analyzed on the merits with stakeholders, data, values, and potential benefits/downside. This clarity can allow the case for change to receive fair consideration, particularly when change could be costly or painful.*

Overload Factors Overwhelmed by data, clear thinking becomes difficult. This can result in 'analysis paralysis.' We can drown in data without knowing more__have too many choices and be no closer to a satisfactory decision. Physical and mental fatigue, as well as anxiety about processes and our inability to master them, can create a fog. This state can lead to impulsive action or freezing up. **Antidote:** *Consider the significance of time (schedule) in the decision process and support for the decision maker's capacity. Be rigorous and use priorities to develop and present data.*

Denial This common state is a refusal to accept things as they are and step back from a personal perspective to see more accurately what IS. In this bias, we avoid the discomfort that comes from admitting the painful costs or consequences of a decision on others by suggesting that the effects are minimal. Decision communication is likely to be geared toward overlooking imperfections and disagreements within the organization to preserve an idealized picture. **Antidote:** *Listen to feedback from those who will be affected in a system. Set up a path for reality checks about the likely effects of the decision.*

Rationalization We create explanations that make the decision appear reasonable or inevitable. The more educated and intelligent we become, the more sophisticated is the ability to concoct a plausible, rational cover story for the actual motivation. The justification becomes intellectual packaging that is counterfeit compared to the real currency__our guiding values. **Antidote:** *Give respect and adequate attention to those who are affected by the decision or will be hearing and weighing the decider's credibility. Commit to disciplined practice of VIA even if you only have 15 minutes, with a firm focus on stakeholders, their values, the guiding values, and the downside.*