

Leadership for UHC – Kick-off Workshop

Notes from the Opening Talk by Peter Senge

The image shows four sheets of handwritten notes on a flipchart, organized into a 2x2 grid. The notes are written in various colors (red, purple, green, black) and include several bullet points and key phrases. The top-left sheet discusses 'Seeing the System in relation to what?' and 'How do you create conditions for Profound Shifts?'. The top-right sheet focuses on 'Engaging, Collaboration' and 'Leadership as developmental'. The bottom-left sheet asks 'Change - One time or continuous?' and 'When does the real work of change start... end?'. The bottom-right sheet emphasizes 'Energy for change comes from PEOPLE' and 'Getting People together'. Arrows and underlines are used to highlight specific concepts and relationships between ideas.

Top-Left Sheet:

- Seeing the System in relation to what?
- How do you create conditions for Profound Shifts?
- What meaning do you attach to "Leadership?"
 - ↓
 - People creating collective Capacity
- Crystallising images of the FUTURE

Top-Right Sheet:

- Engaging, Collaboration
- Co-Creative, Cross-boundary
- Leadership as developmental.
- What is the NATURE of the System we are Seeking to influence?
 - ↓
 - On-going work of leadership
 - ↓
 - Sensing the System
- Leadership: Convening & Engaging

Bottom-Left Sheet:

- Change - One time or continuous?
- When does the real work of change start... end?
- * Habit: Powerful force of change
- Scale/intent of COLLABORATION
- Seeing the LARGER System

Bottom-Right Sheet:

- Energy for change comes from PEOPLE
- Getting People together
- Moving too Quickly into Action can lead to superficial Solutions
- Conversation: Much of it a waste of time.
- How does REAL Dialogue happen?
- ACTION matters: But when is the right time for Action?

PROTOTYPE
What is the small/
little step we could
take NOW in order
to learn by "DOING"?
that ...
in 3 to 6 months
will teach us on how
things could change?

It takes time ...
What will I do in the
next three months?
openness & potential
influence ... beyond formal
authority
"Right partners"?
+ Committed
NOT only people you're comfortable
working with. Likely to be people
you don't expect ...
commitment is always for
something larger than yourself

Peter Senge has published extensively on leadership issues. Here is a selection of his writings:

Senge, Peter M (1990): *The Fifth Discipline. The Art and Practice of the Learning Organization*, New York, USA, Random House.

Senge, Peter M (2008): *The Necessary Revolution. How Individuals and Organisations are Working Together to Create a Sustainable World*. New York, USA, Doubleday.

Senge, Peter M., Art Kleiner, Charlotte Roberts, Barbara B Ross and Bryan J Smith (2010, 1994): *The Fifth Discipline Fieldbook*, London, UK, Nicholas Brealey.

Senge, Peter, C. Otto Scharmer, Joseph Jaworski and Betty Sue Flowers (2004): *Presence. Human Purpose and the Field of the Future*. New York, USA, Doubleday.

Ancona, Deborah, Thomas W Malone, Wanda J Orlikowski and Peter M Senge (2007): *In Praise of the Incomplete Leader*. Harvard Business Review, February 2007. Online at <http://www.oncourse.com.au/articles/In%20Praise%20of%20the%20Incomplete%20Leader.pdf>