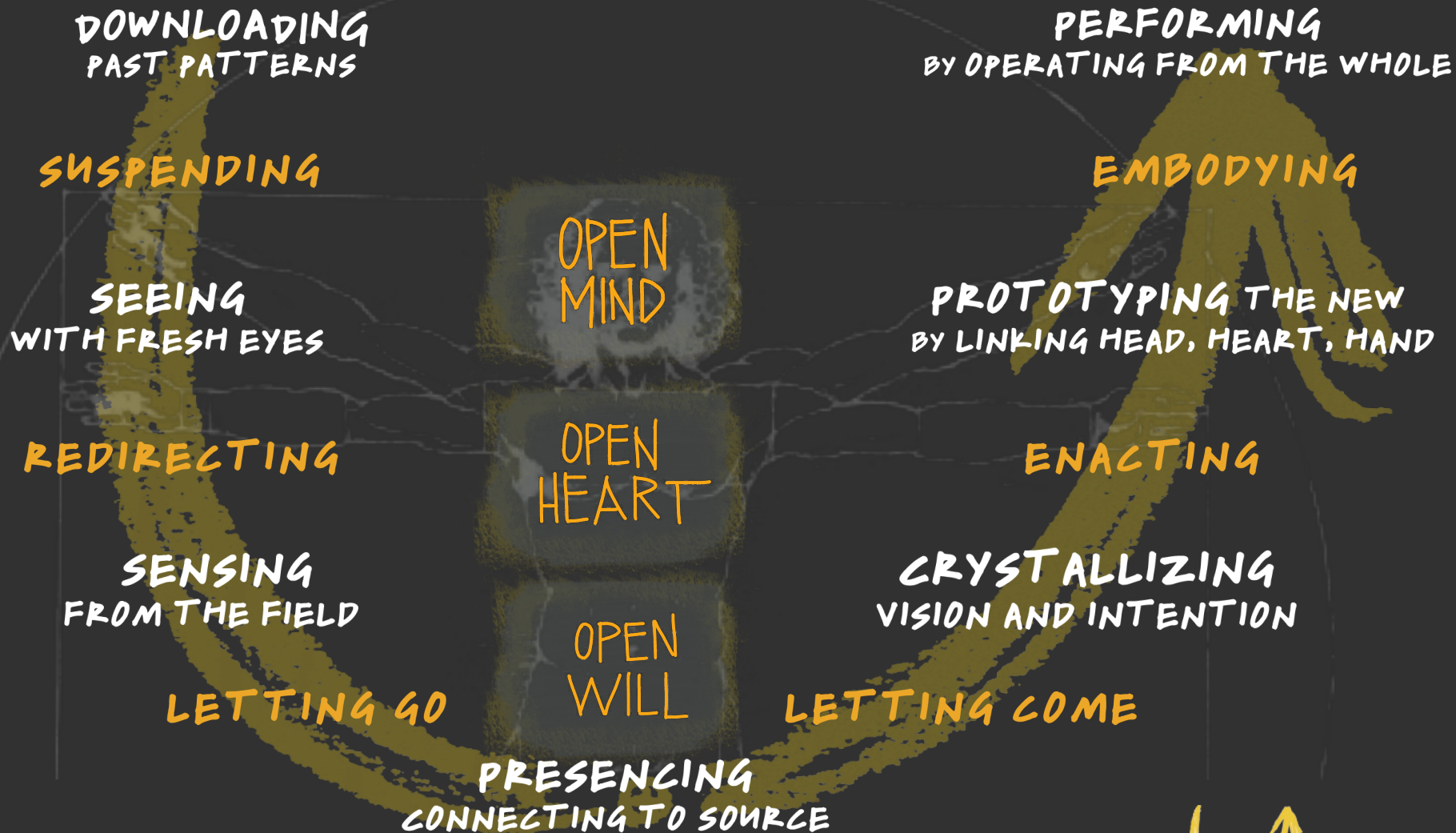


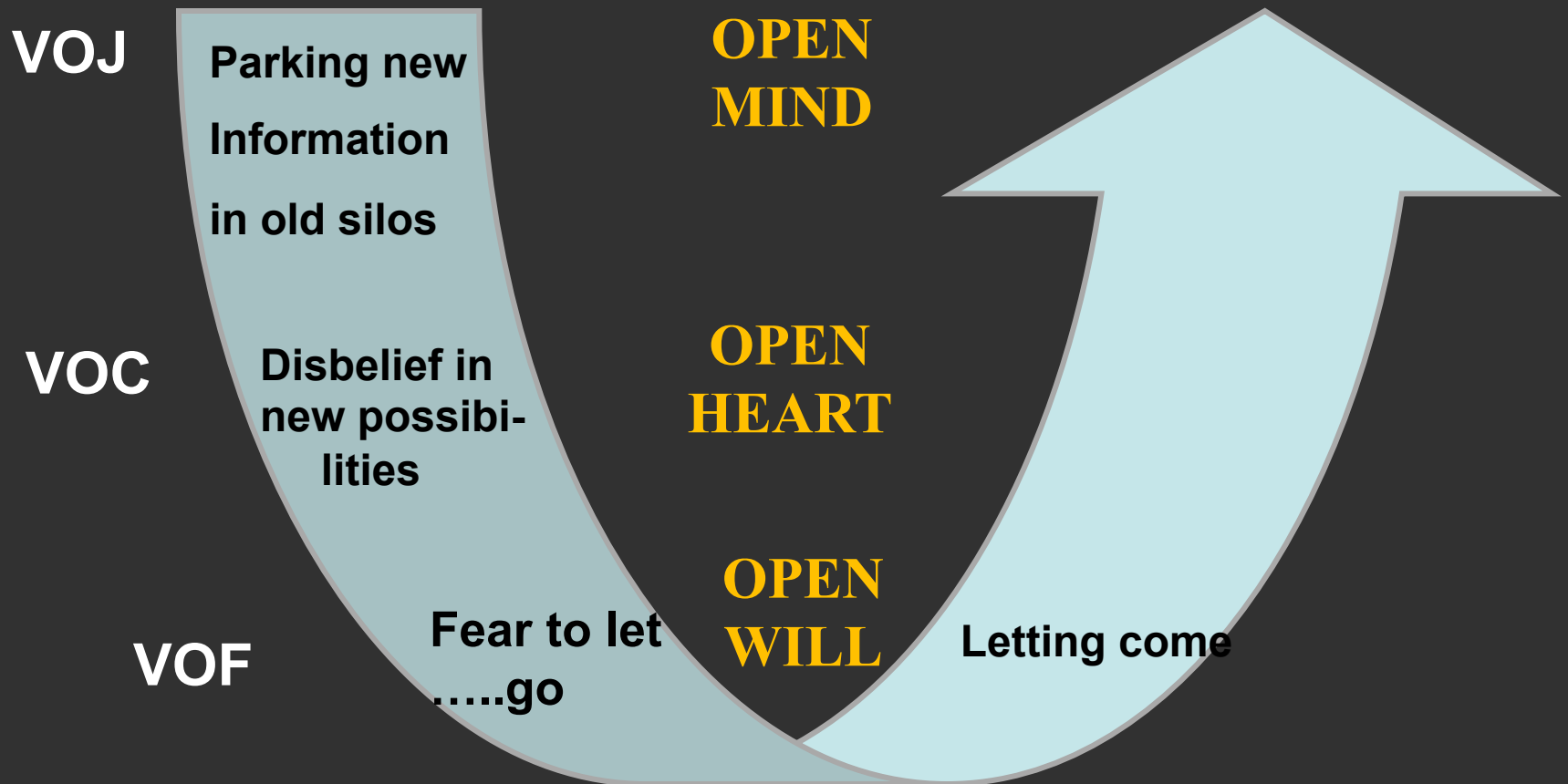
11th November 2014

"THE SUCCESS OF AN INTERVENTION DEPENDS ON THE INTERIOR CONDITION OF THE INTERVENOR."

William O'Brien,
former CEO of the Hanover Insurance Company



Attending to our Leadership Blindspot



Levels of Listening

LISTENING 1:
FROM HABITS

DOWNLOADING
HABITS OF JUDGMENT

RECONFIRMING OLD
OPINIONS & JUDGMENTS

LISTENING 2:
FROM OUTSIDE

**FACTUAL
LISTENING**
NOTICING
DIFFERENCES

**OPEN
MIND**

DISCONFIRMING
[NEW] DATA

LISTENING 3:
FROM WITHIN

**EMPATHIC
LISTENING**

**OPEN
HEART**

SEEING THROUGH
ANOTHER PERSON'S EYES;
EMOTIONAL CONNECTION

LISTENING 4:
FROM SOURCE

**GENERATIVE
LISTENING**
(FROM THE FUTURE
WANTING TO EMERGE)

**OPEN
WILL**

CONNECTING TO AN
EMERGING FUTURE WHOLE;
SHIFT IN IDENTITY AND SELF



SENSING AS A PART OF THE PROCESS OF FACILITATING CHANGE or INNOVATION

U-Process: 1 Process, 5 Movements

1. Co-Initiating:

Generate Common intent with

with MULTI-STAKEHOLDERS across
SECTORS (Diversity) – **Convening Power** is
essential

3. Co-creating:

Collective Action Initiatives - live
examples to explore the fut
by doing

2. Co-inspiring:

connect to the source of inspiration and will
go to the place of silence and allow the inner knowing to emerge



U-Process: 1 Process, 5 Movements

1. Co-initiating:

uncover common intent

stop and listen to others and to what life calls you to do

2. Co-sensing:

observe, observe, observe

with MULTI-STAKEHOLDERS (Diversity)
go to places of most potential for sensing the system from the whole

3. Co-inspiring:

connect to the source of inspiration and will

go to the place of silence and allow the inner knowing to emerge

5. Co-evolving:

institutionalize the new in practices
by linking micro, meso, macro change

4. Co-creating:

Collective Action Initiatives

- living examples to explore
the future by doing



The Field with Bagger Vance

13th November 2014

Round 1

What worked well in the systems you went to see?

Round 2

What are the limiting factors that keep the system from developing further?

Round 3

What did the visits
spark in you
personally?

Sculpting the current picture of UHC in your country

System Sculpting: Steps

SEEK with YOUR HANDS

Vision / Presence

6. In this model, what is the old that should end?
7. What is the new, wanting to be born, to emerge?



Perspective / Insight

5. What are the systemic barriers that lock us into the current way of operating?

START HERE!

Appreciation / Feeling

1. What do you appreciate in this model?
2. What gives you frustration (what causes energy to be lost)?

Truth / Practicality

3. What are the hard truths we need to face, even if we want to change the system we work in?



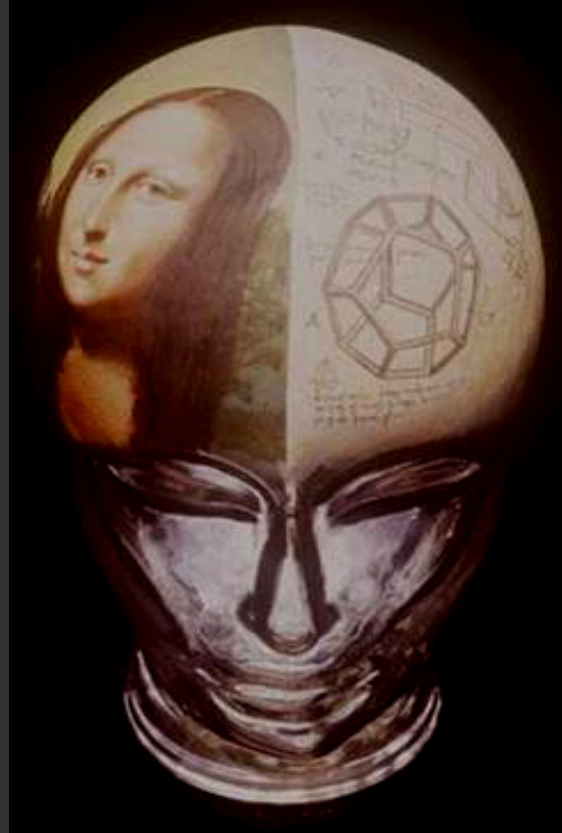
System transformation requires tapping into both brains§

Right Brain Approach

The 'social mobilisation' or 'living system' metaphor of improvement

Energy focus

Imagination, engagement, participation, moving and mobilising, empowering



Left Brain Approach

The 'clinical system' or 'mechanical' metaphor of improvement

Effectiveness and efficiency focus

Metrics and measurements; technical systems and process design, linear pathways, evidence based decision criteria

Examples of Incisive Questions

- How did this happen?
- What else happened?
- What do you think?
- What else? Tell me more.
- What would success look like?
- When will you know that you have succeed?
- How would you act if you had no limitations?
- What questions do you hold?
- Why do you think this matters?
- Are you ready for success?
- What assumptions do you hold?
- What would you do if you had all the powers in the world?
- Where might you go to learn about this challenge?
- What do you think you will know in future?
- What do you notice?
- And then?
- Who else matters in this issue?
- What are you afraid of?
- Mwa? Aha?



U-Process: 1 Process, 5 Movements

1. Co-initiating:

uncover common intent

stop and listen to others and to what life calls you to do

2. Co-sensing:

observe, observe, observe

connect with diverse people and places to sense the system from the whole

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5. Co-evolving:

institutionalize the new in practices
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4. Co-creating:

Collective Actions Initiatives - living examples to explore the future by doing



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Collective Actions Initiatives in

living examples to explore the future by doing



The 7Rs of how to produce ideas for prototyping innovation

- **Relevance:** is the idea going to attend to the core needs/ aspirations of the key stakeholders?
- **Revolutionary:** is the idea a Game Changer?
- **Rapid:** Can it be done rapidly or fast?
- **Rough:** Can it be done on a small scale, locally
- **Right:** is the idea focusing on the right issues that underpin the challenge?
- **Relationally:** can it make optimum use of resources so that $2+2=5$?
- **Replicable:** If it works, does the idea have potential for scale up?

Come up with **one** idea that,
if you worked it out, could become
a collective action initiative
to move UHC to the next level.

Journalling Questions

(for a complete guide, see <https://www.presencing.com/tools/u-journaling>)

Questions: Read each question and allow participants to journal:

1. **Frustration:** What about your current work and/or personal life frustrates you the most?
2. **Energy:** What are your most vital sources of energy? What do you love?
3. **Helicopter:** Watch yourself from above (as if in a helicopter). What are you doing? What are you trying to do in this stage of your professional and personal journey?
4. Imagine you could fast-forward to the very last moments of your life, when it is time for you to pass on. Now look back on your life's journey as a whole. What would you want to see at that moment? What footprint do you want to leave behind on the planet? What would you want to be remembered for by the people who live on after you?
5. From that (future) place, look back at your current situation as if you were looking at a different person. Now try to help that other person from the viewpoint of your highest future Self. What advice would you give? Feel, and sense, what the advice is—and then write it down.
6. Now return again to the present and crystallize what it is that you want to create: your vision and intention for the next 3-5 years. What vision and intention do you have for yourself and your work? What are some essential core elements of the future that you want to create in your personal, professional, and social life? Describe as concretely as possible the images and elements that occur to you.
7. **Prototyping:** Over the next three months, if you were to prototype a microcosm of the future in which you could discover “the new” by doing something, what would that prototype look like?
8. **People:** Who can help you make your highest future possibilities a reality? Who might be your core helpers and partners?
9. **Action:** If you were to take on the project of bringing your intention into reality, what practical first steps would you take over the next 3 to 4 days?



Mother Teresa Reflection Piece

The verses below reportedly were written on the wall of *Mother Teresa's* home for children in *Calcutta, India*, and are widely attributed to her.

People are often unreasonable, irrational, and self-centered.

Forgive them anyway.

If you are kind, people may accuse you of selfish, ulterior motives.

Be kind anyway.

If you are successful, you will win some unfaithful friends and some genuine enemies.

Succeed anyway.

If you are honest and sincere people may deceive you.

Be honest and sincere anyway.

What you spend years creating, others could destroy overnight.

Create anyway.

If you find serenity and happiness, some may be jealous.

Be happy anyway.

The good you do today, will often be forgotten.

Do good anyway.

Give the best you have, and it will never be enough.

Give your best anyway.

In the final analysis, it is between you and God.

It was never between you and them anyway.

PROGRAM OUTLINE

KICK-OFF WORKSHOP

Connecting teams, gaining systemic understanding of challenges and opportunities for leaders to move the UHC agenda

23-26 June 2014 (South Africa)

TOUCHING BASE

Visiting UHC organizations and listening to practitioners in countries – together with technical working groups

INNOVATION WORKSHOP

Reflecting on UHC leadership challenges, visioning, initiating change projects

11-14 November 2014 (Kenya)

COLLECTIVE ACTION LAB

Closing, reflecting on change projects, initiating regional communities of practice

10-13 March 2015 (Turkey) tbc



In each country, please identify two group leaders for each of the following periods, and let us know the names

Nov 18th to Dec 22nd	Dec 22nd to Feb 2nd	Feb 2nd to Third Workshop
Leader No 1 (Name) Leader No 2 (Name)	Leader No 1 (Name) Leader No 2 (Name)	Leader No 1 (Name) Leader No 2 (Name)