

SDS Leadership Workshop #2: Culture of Service
July 31st; 9am-11:30am; Tom Colwell facilitates

Consensus reality: what we all agree on; what we see; upper of three levels

Dreaming level is underneath. Another reality that we have access to; that which we make up “vision, nightmare”; stuff that drives us to create, to hope

Under dreaming is “**high dream**” and “**low dream**”; they cycle around each other. What makes it real; what gets it up to Consensus level?

Start to dream the reality; say “how am I going to do that”

-different problems that lead to low dream from high dream; thinking about why the high dream won't work

-what is at work, what can I put into place to overcome the blocking ideas. Then move back up to high dream after thinking about the low dream.

-eventually make it up to ‘consensus reality’

Underneath the whole thing is **Sentient Essence**. The thing that we know is true; the stuff that inspires and drives us to start dreaming in the first place.

-You can't talk about it, you live it and feel it but you can't explain it; you lose it when you try to confront it. Drives us up through dreaming and ends up at consensus.

Meta skills

-They are attitudes; mega big orientation that you want to take on.

-Meta Skills are the pipes that feed from essence thru dreaming to consensus

8 Meta Skills we will focus on:

-Inquiry/Awareness, Advocacy, Empathy, Optimism/Positive Attitude, Respect, Flexibility/Openness, Innovative, Collaboration/Partnership

Pathway being of service to consensus; how we choose to be.

ACTIVITY: Center of the wheel is culture of service. Stand in each section and think about the Meta Skill; think about how to get from that Meta Skill to Culture of Service. Culture of Service is the central identity, what wants to come up thru Meta Skills.

ACTIVITY: Walk the wheel, stop on the skill that sound most intriguing/powerful to you individually as you think of Culture of Service.

Collaboration/Partnership and Flexibility/Openness win with most people.

ACTIVITY: Talk in groups about the word you picked. Come up with a gesture or movement that is non-verbal that expresses what you've been talking about.

Advocacy: hands wave out, hands to mouth and out
-Advocacy covers all the Meta Skills; voice for the customer

Innovative: stands on chair; holds arms out wide
-want to stand out; being creative in changing selves to be more service orientated and customers recognize it and get it

Collaboration/Partnership: all hands in middle one by one, then break apart as if in a sports team huddle
-coming together and being unified; there to support each other; go out and do great things

Empathy: arms around each other, step forward together
-walking in other peoples shoes; deep understanding of what other folks need and want, requirements; understanding, together, walked forward into Culture of Service, Empathy allows them to do the other skills easier

Optimism/Positive Attitude: step forward and thumbs up with smiles
-both thought of thumbs up immediately, with optimism you have it or you don't, can transcend jobs and life, it's catchy, infectious, you know it when you see it

Respect: look around then bow/curtsy
-doesn't have beginning or end; continual...include everybody; creating everyone equally, respect is for everyone, do same thing for everyone, keep eye contact looking around, traditional form of respect with bow

Flexibility/Openness: wiggled around with thumbs out
-very affirming, way to bring people in and be flexible

Inquiry/Awareness: wiggle pointer fingers next to head and look around
-antennae, aware of what is around you
(Linda): insect antennae/feelers which enable them to get feedback about their environment including temperature, humidity, motion, surroundings; the old-fashioned TV "rabbit ear" antennae that tune in lots of stations (and brought all kinds of information to us); and finally, the little green men from outer space who have antennae to communicate telepathically -- clearly an advanced culture.

These are live; living things; attitudes, get into your heart; you don't turn the skills off and on they are apart of us

BREAK

ACTIVITY (fig. 1-1): Go to a Meta Skill where you feel most comfortable; easiest

Look at distribution of people where the skills are comfortable; what is the team drawn to? Where is SDS strong? Who can we look to when we struggle with one of the Meta Skills?

Notice the geography around the room.

What is it that makes that particular Meta Skill easy, natural, and/or simple?

ACTIVITY (fig. 1-1): Find the most challenging/difficult skill to you

Meta Skill Fig. 1-1	Why it's easy	Why it's challenging
Flexibility/ Openness	not stuck on one way of doing things, always want things to change, want an open world, change for customers, not being stuck, open to new ways of doing things, helping others change, change ourselves, open to another idea; the current is not the end of the world, process of change won't fail, change doesn't have to be scary -“being in the dance”	the world we live in is very structured, organizationally we become inflexible, consider self flexible but have constraints, not a personal challenge but institutional contextual challenge.
Collaboration/ Partnership	see how easy it is to solve problems with a partner, sometimes hard to solve things ourselves; clients internal and external; people respond positively to partnership especially in external partnership; find yourself in communication with external client, becomes relationship, look for collaboration and people respond to that; big family, have to have respect for different people, people trust in collaboration, personal reward, job becomes relevant; in stepping into partnership the relationship is a reward -into position of collaboration; starts with something that you do	absence of people in this skill, no one is shying away from it, don't need to develop it as much, the group is good at it

Meta Skill Fig. 1-1	Why it's easy	Why it's challenging
Advocacy	in a place where you can help customers; place of power; powerful on the customer's behalf; personal grounded power	could relate to intellectually but not feeling. Not as much experience doing; feeding into culture of service; take risks on behalf of other people as well as yourself. Tend to be more feeling than fact oriented. Go advocate on someone's behalf do to facts is hard; internally with other parts of C&C. New role; service providers (external providers) are advocates for SDS. Be an advocate for customer when everyone's on the same page
Inquiry/ Awareness	sense of being curious, discovery, gaining new knowledge, skills, investigate, look for resources	there's so much info out there it's hard to keep track, feel overloaded, so much want to learn, so much info out there it's hard to swim in it.
Innovative	like to help people solve problems, look for alternatives, what-ifs, what do you make up, make something better that will last; conflicts with structure, when there is no structure and you innovate you don't always come up with the best, continuation of flow of innovation, making progress. -“If I have been able to see farther than others it's because I have stood on the shoulders of giants.” -Dream stage	don't always think outside the box; not that can't be innovative just need some nudging. -Provide language and space to nudge people.
Respect	do without thinking about it, natural respect for everyone, who they are, have a choice to honor the skill	not as general, respect people as humans and organization, not all people and ideas are equally deserving of respect, don't necessarily respect their ideas or what they stand for but can be empathetic, skill that makes the least sense

Meta Skill Fig. 1-1	Why it's easy	Why it's challenging
Optimism/ Positive Attitude	optimistic that everything will work, so push it forward. Likes that sector, transcends work and life, you bring your attitude from home to your job, move forward, linked to openness, culture of family	think about what can be, possibilities, see room for improvement; naturally optimistic but things happen to beat it out of you; ask for cutting edge sort of things; remind self that we do work and get things done even when others are reluctant
Empathy	listening, reflecting, put them in forefront and put yourself in their position; have to be good listeners, have to understand where they're coming from, have to find out what they need, help them to trust SDS, environment of partnership, they don't have to be afraid of you. Less likely to approach issue from your perspective, really listen to what they need	difficult to pick a place to land, lesser of all evils, lesser of all goods, being empathetic when nudged. Needing to understand them; being empathetic from the start is hard. - Can have empathy for someone you don't have respect for. Was in respect (easy) but is now in empathy (hard), understand situation but is not going to cry for you. Experience someone in low dream state while you're in consensus and you can't relate to them. What level of reality do we encounter when we see someone in trouble. At war about something that's not connecting.

Don't have to be afraid

The experiences we've had define the skills we're comfortable/not comfortable with.

Something's missing; not everyone is thinking of the terms in the same way.

-What does it mean to you? Designed to serve yourself first. So you can become aware of what you want to take on, what do you want to make present in your work. Personal grounded power; it's you, what allows you to stand in the middle and deliver. Make the definitions your own.

ACTIVITY: Stop in the one you will choose to identify with, practice, bring into play, into consensus reality, into relationships, to build relationships, for the next four weeks hold in your consciousness to change what you do. Claim as your own for the next four weeks.

Power of Publishing: putting out into the world whatever it is that you want to be real, whatever it is that moves through us. As we dream the high dream: Publish-this is my dream. Affirmation.

Names of where you stand, Publish across SDS, this is what I choose to practice.

What is the reason for choosing? What will it produce? What are you hoping for after 4 weeks?

How will your choice feed into COS?

Optimism/Positive Attitude: enable others to do well with their own, spread COS farther; choose to influence others, change their perspective; with positive attitude you can get a lot more accomplished.

Advocacy: can't be good advocate unless you're doing Inquiry/Awareness

Fanaticism: redoubling your efforts when you've lost site of your goal

Inquiry/Awareness: of goal and competing forces; lots of changes, services that could be offered, customers asking questions; learning as much about various possibilities in order to present all of them to customers

Collaboration/Partnership: how you make decisions, only way to deliver good service is to make good decisions, best way to do that is to collaborate; getting the best out of all the people that could collaborate; have in forefront of mind as merging groups

Empathy: the most important skill because the solution for customer is theirs, their idea first, to understand the customer you need to walk in their shoes.

Innovative: process changes, try to be innovative; keep pushing the envelope, keep pushing yourself; facing challenges that have never been challenged to before

Flexibility: next month max staff on vacation, open to new situations

NEXT STEPS: practice piece that you have adopted. When you get back to your workspace take out a little sticky note, write name of skill you chose and hang it near your computer.

ACTIVITY: Look around for blue, then look again and see how much you missed the first time

Do noticing around chosen Meta Skill, notice times you didn't do it, times you could do it better. Keep in present. Simple noticing, then step into it. Recall, notice how it might be making a difference. Bring that experience back with you.

Next Workshop: share experience about chosen Meta Skill

Claim your chosen Meta Skill as primary toolset to get to consensus reality.

ACTIVITY: Regarding today, what surprised? Delighted? What did you see? What was this experience to you? Give a word or phrase.

- Energizing
- Related Sociology/ Science Foundation
- Common Grounding/Awareness
- Make things more real
- Experience
- Hearing other's thoughts and different viewpoints
- Expanding
- Awareness/Perspective
- Discovery/New Ideas
- Open Mind
- Collegial
- Identifying ideas towards COS
- Develop Common Awareness
- Refreshing
- Step back to reflect
- Openness
- Great Truthfulness
- Engaging
- Great way to learn
- Repetition, circling wheel gave grounding
- Interesting to see where people were
- Take COS away from something so abstract bring it to something concrete
- Combine cerebral and physical
- Collaborative
- Group Experience
- Fun and rich experiential learning
- Gratifying/Rewarding
- Innovative, gratified by process
- Appreciated candid statements Interesting and Surprising
- Worried about respect
- Openness, reflecting self, how you feel vs others

Absolute assurance: very easy when at consensus level to fall back. Meta skills give you access to getting the job done by choices you make about who you are. Carry that and that's how I'm going to be. Hold that as my intention for how I am and who I am. Want those things to be present in the world through me. People will experience me differently. Make the choice to stand in that quadrant; this is my work for the next four weeks.