

Program for the January 18, 2019, Meeting of Minds Workshop

8:45 am Registration & morning coffee.

9 am Meeting of Minds opening: ***The Future of Work Promise. by Jan Beyen, Managing Director Connect Human Capital, Board Member Quarturn.***

9:15 am ***The Future of Work: Uncover ‘Collaborative Intelligence’ and Create the Way for Requisite Agile Practices, by Jan De Visch, Managing Director Connect & Transform and Exec. Prof. Flanders Business School (by KU Leuven).***

From 9:30 am **Building collaborative intelligence: Four Meeting of Minds dialogue rounds accompanied & facilitated by Otto Laske**

- 9:30 ***First dialogue round: The ability to successfully adapt, cope or exploit situations: constraints and potential.***

10:30 Coffee Break

- 10:50 ***Second dialogue round: Design principles, Patterns and Practices That Enable The Organization to Effectively Adapt, Responsively or Preemptively, To Changes in its Environment.***

12:30 Lunch

- 13:45 ***Third dialogue round: Developmental Diversity in Teams. Practices to Create Upward Dynamics in Self-organizing teams.***

15:15 Coffee Break

- 15:35 ***Fourth dialogue round: Creating a Paradigm Shift in Human Capital Approaches: from a focus on competencies to weaving maturity and deep thinking in(to) developing structure, culture and individual practice.***
- 16:30 Summary of thoughts and way forward.

17 end.

Practical

When: 18 January 2019

Where: Elewijt Center, Tervuursesteenweg 564, 1982 Elewijt (15 min drive from Brussels-Zaventem Airport)

About Otto Laske

Otto Laske is Founder and Managing Director of the Interdevelopmental Institute (www.interdevelopmentals.org) where he has taught new ways of looking at individual and team work delivery based on empirical developmental research since 2000. Our book ‘Dynamic Collaboration’ shows his ‘Constructive Developmental Framework’ Methodology (CDF) in action for teams.

Four dialogue rounds:

The ability to successfully adapt, cope or exploit situations: constraints and potential.

Design principles, Patterns and Practices That Enable the Organization to Effectively Adapt, Responsively or Preemptively, To Changes in its Environment.

Developmental Diversity in Teams. Practices to Create Upward Dynamics in Self-organizing teams.

Creating a Paradigm Shift in Human Capital Approaches: from a focus on competencies to weaving maturity and deep thinking in(to) developing structure, culture and individual practice.

Comment:

We can think about the topics of today's dialogue rounds in three ways:

1. From the outside in [starting with what is outside of us]
2. From the inside out [starting with our own thinking]
3. From both outside in and inside out.

In doing so, we do well to consider that the "outside" is constructed by us from the inside, and that therefore 'inside' and 'outside' are deeply connected. Before this connection is clear, we will be unable to combine the two directions.

For instance, when we speak of successfully adapting to and exploiting situations, we need to recognize that these [outside] "situations" are constructed by us "from the inside out", and that we always bring to bear design principles and practices on situations of our own making (that is, hypothetically). For shifting the paradigm of developing and organizing human capital, this means we need to first understand our own constructions of 'human capital' to which we are re-acting.

The best way to do this is to reflect on how we construct "situations" and "dialogue" as well as something like "human capital" in the first place. This brings us to **two questions:**

First, do we have a sufficiently rich *notion of human capital* [in the form of teams] that includes the developmental work organization members have to do

on themselves in order to do the work expected of them? (The answer, as far as I can see, is NO, since we don't principally include Job 2 but focus on Job 1 [that is, the job assigned vs. the developmental work required to deliver work].

Second, do we have a sufficiently rich notion of the *structure of our own thinking*, regardless of what we are thinking about? (Here the answer is NO also because we do not routinely consider thinking, or dialog with self, beyond the constraints of purely logical thinking.)

When it comes teams in which the most important dialogues happen, **the first question becomes: "what do we know about the developmental level (or structure of the We-Spaces) of our teams"?**

The second question becomes: "how can we learn more about the structure of team dialogue, measure its quality, and boost it through expert intervention"?

- For the first question about developmental levels of work in teams, developmental psychology delivers actual tools for assessing both their emotional and cognitive aspect.
- For the second question about teams, cognitive-developmental psychology provides us with actual tools [not just informed opinions] to assess, and also boost, the quality of the dialogue by which we construct situations, design principles, practices, etc.
- *What is more, as my book with JDV shows, we can distinguish different levels of complexity of team work and team dialogue, and within teams what we have called "upwardly" and "downwardly" divisions, thus tendencies of overcoming or falling victim to flat, purely logical dialogue.*

To switch from an "outside in" to an "inside out" approach is all the more important as we are increasingly developing LOGIC MACHINES in the form of apps and A.I. programs all of which work from the outside in. **It is only humans who can think from the inside out because their inside, called *Mind*, is based on a dialogue with oneself referred to as "thinking."** How are we going to successfully work together with outside-in logic machines if we cannot integrate 'inside-out' and 'outside-in' thinking in ourselves, by potentiating our own powers of integrating the two ways of approaching the real world?

Considering that the axis of successful organizations is increasingly that of teams, this situation comes down to the question: **“how can we begin, not only to ‘analyze’ but to ‘compose’ teams based on differentiating degrees of quality dialogue, by using our present knowledge of the structure of ‘inside-out’, thought-based, dialogue that thrives in teams?”**

In a world constructed by us, how can we get at the root of our construction of the world we are re-acting to as well as constructing in the first place?

It seems to me that what we call ‘mind’ lives only in dialogue with each other, which, in turn, is based on dialogue with ourselves, or “thinking”. To be “radical”, i.e., to go to the root of the ‘outside-in’ and ‘inside-out’ conundrum, we need first of all to develop a new way of **listening** to each other.

It is from our own dialogue that we can best learn “how the world works” because we are ourselves constructing it. This entails LISTENING first to others with an awareness of THOUGHT FORMS, because it is easier than to listen to ourselves, at least right away.

I believe that new solutions to current organizational problems will be forthcoming from a reshaping of the overwhelmingly ‘outside-in’ approach we practice, which amounts to a re-shaping of the structure and quality of dialogue in teams.