Book Discovery Session

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The fallacy or Taylorism:

Humans as 'resources' and/or merchandise, rather than sense- and meaning makers.

Complexity of the work creates value

Competencies are out of sync and do not render people's full potential

Different dialogue spaces

Continuous improvement

End-to-end processses

Business modelling

Cross functional collaboration

Distributed leadership

The limits of competency and engagement programmes
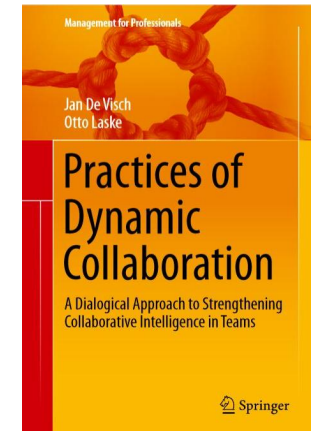
Capacities

Joint problem solving

Decision making

Role making

Management for Professionals

Jan De Visch
Otto Laske

Practices of Dynamic Collaboration

A Dialogical Approach to Strengthening Collaborative Intelligence in Teams

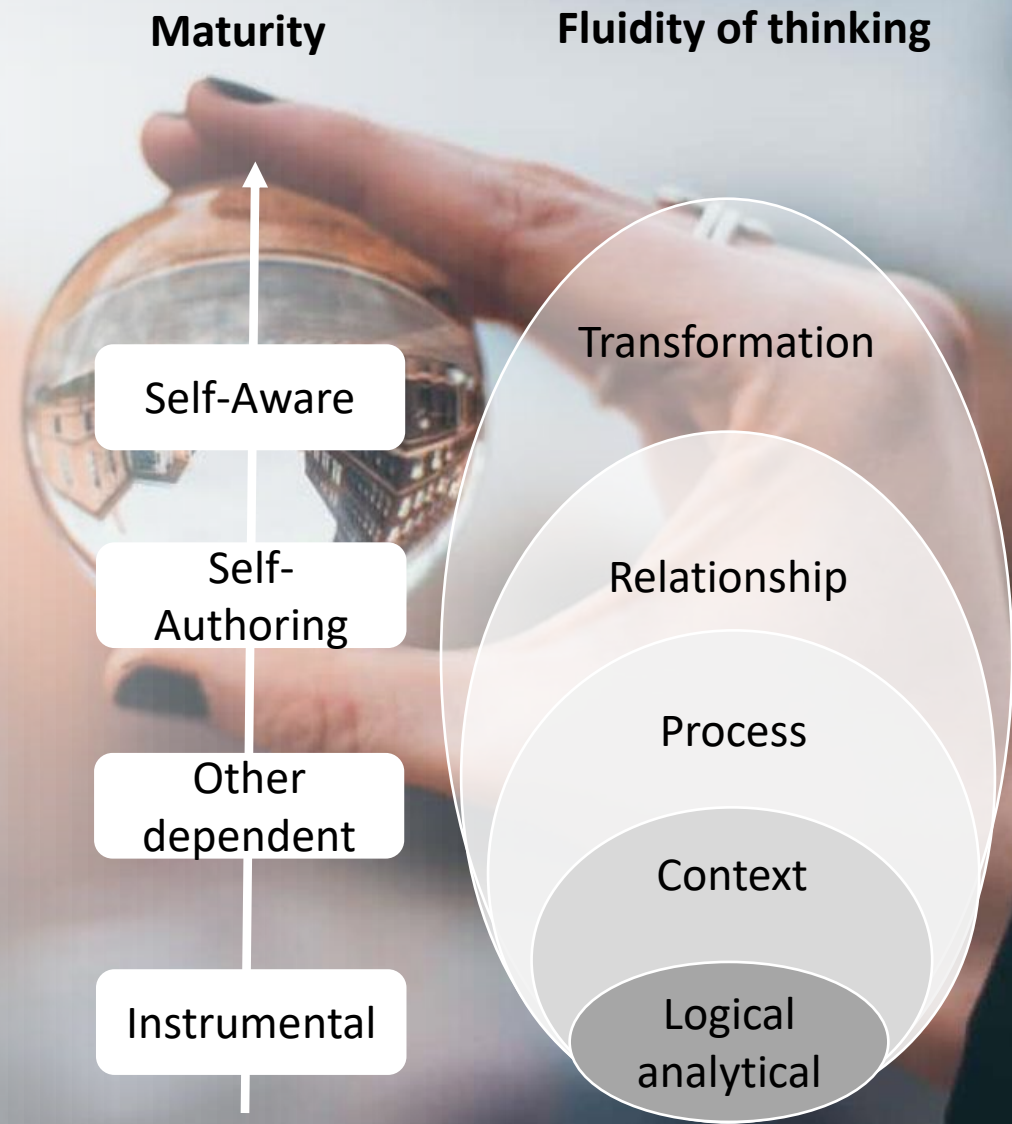Springer

Roots of this book in adult development

° People's perspectives on reality develop over their lifetime, thereby changing their being-in-the-world

° Present research distinguishes two dimensions of perspective taking:

- socio-emotional

- cognitive one

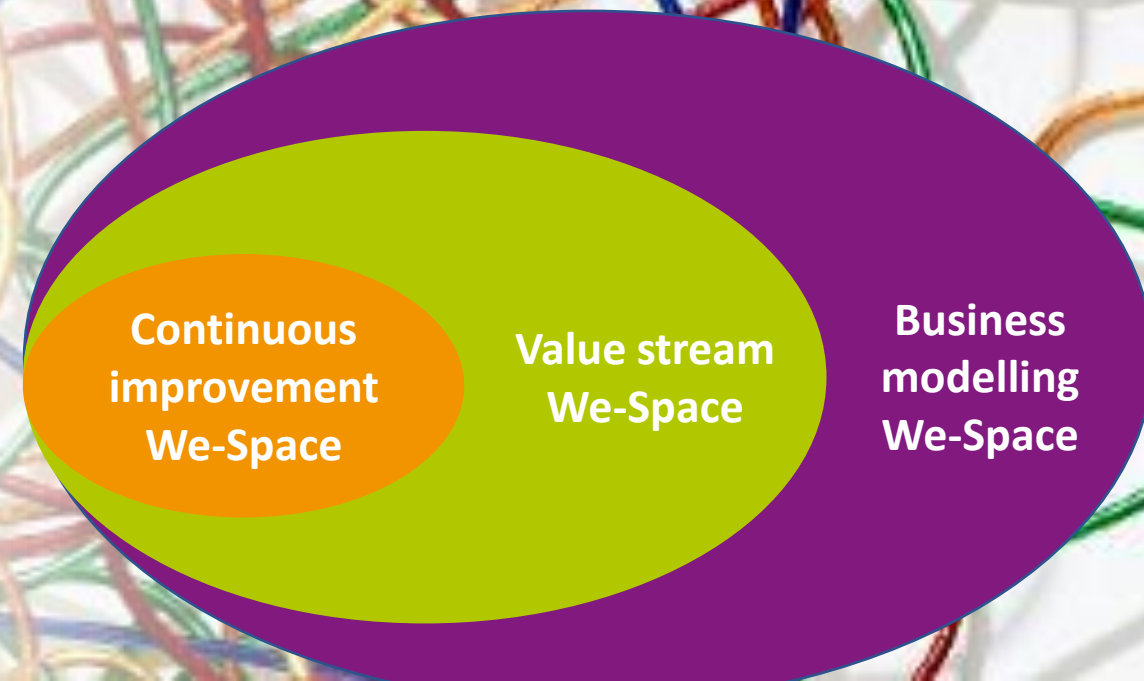Both are intrinsically linked but rarely in synch

Maturity

Self-Aware

Self-Authoring

Other dependent

Instrumental

Fluidity of thinking

Transformation

Relationship

Process

Context

Logical analytical

The origin of the book lies in our process consultation work

Effective work delivery is based on dialogue

Dialogue spaces differ in complexity

Continuous improvement We-Space

Value stream We-Space

Business modelling We-Space

Upwardly and downwardly directed team dynamics
Teams are developmentally diverse

Team 1

Team 2

Business modelling We-Space

Value stream We-Space

Challenge

upward

Continuous improvement We-Space

downward
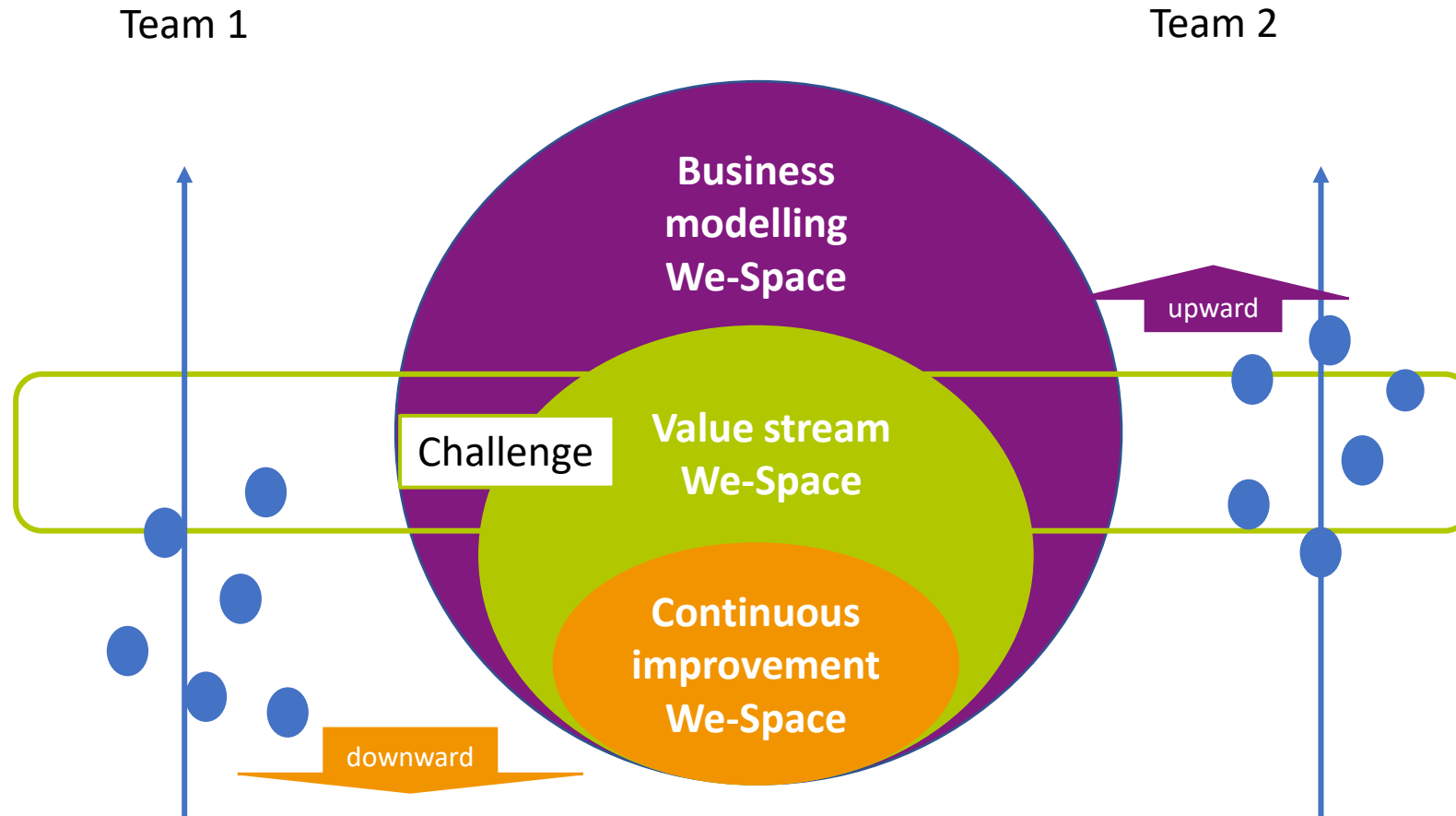
- Team 1:
  - Narrows assignments: Insufficient consideration of transversal interplay & relationships. Inbalance between telling and asking.

- Team 2:
  - Expands its scope: Unguided questioning of underlying business model choices

- Both create conflicts with the teams operating in related We-Spaces.
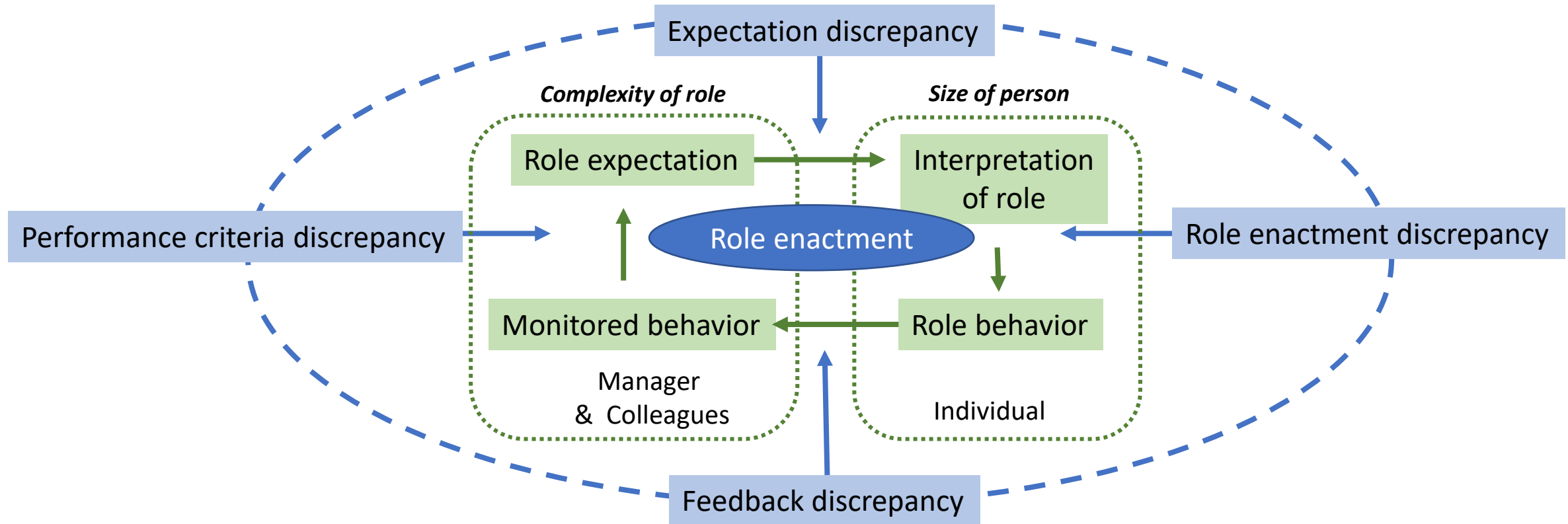
Structure of the book
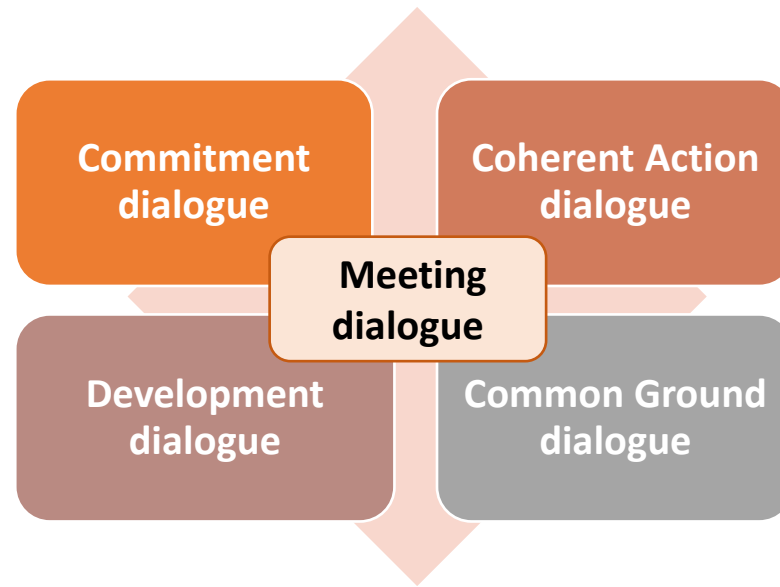
Chapter five: The commitment dialogue

How we agree on what needs to be done

Commitment to & accountability for a role are created by quality dialogue about discrepancies arising in the enaction of roles

Roles are not 'defined' and 'taken' but CREATED according to how they are interpreted - according to an individuals' fluidity of thinking and maturity level - by the parties involved.

Chapter Five

Three take aways – every chapter gives advice geared to three different We-Spaces

- **From SMART to FAST**
  - Frequently discussed - increasing context understanding
  - Ambitious
  - Specific
  - Transparent - increase sense-making of emerging changes

- **From activities to story mapping**
  - Contribution
  - Subprocesses as building blocks of roles
  - Aligned perspective taking

- **Role integration dialogue in SAFe**
  - Accountability stretch meetings
  - Explore multidimensionality of tensions

Continuous Improvement

Continuous Improvement

Value Stream Management

Value Stream Management

Value Stream Management

Business Modelling

Chapter seven: The development dialogue

Critical Facilitation strengthens employees' capability to take on real-world complexity
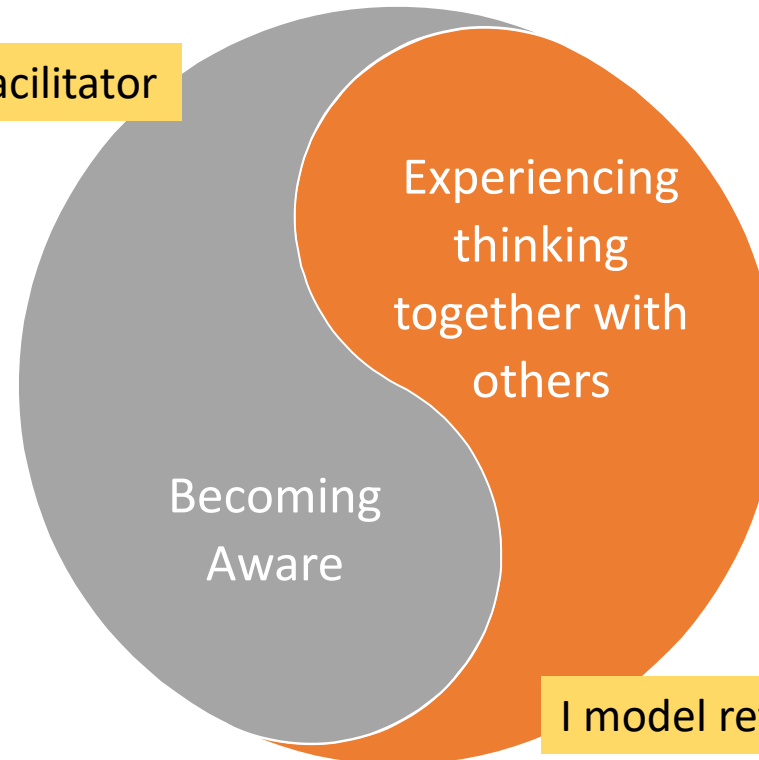
Double Listening is a basis of self-awareness and awareness of others' thinking

I call upon/get coached by a critical facilitator

Becoming aware of my own thinking
I consciously develop my internal dialogue by:
- Learning to deconstruct movements of thought (from 'it/its' → 'I/we')
- Applying a diversity of thought structures to be more effective

Making the experience of thinking together
I interweave my own, inner reflection process with that of others in such a way that we see achieved outcomes as the result of our joint reflection process.
- Learning to think together with others.

Experiencing thinking together with others

Becoming Aware

I model reflective practice for others

We're familiar with listening to

'Why'-'What'-'Who'-'Where'-'When'

'How'

Each has the potential to listen to

Upgrade his/her thinking about contexts, processes, and relationships

Chapter seven: Two Kinds of Facilitation

Conventional Facilitation and Critical Facilitation

A critical facilitator also masters the (classic) facilitator role.

Critical Facilitator

Facilitator

Critical facilitator

A person who increases thought complexity: questions critically, transcends the perspectives present, and keeps differences and tensions on the table productively for as long as possible, to guide a group to arrive at more and more nuanced choices.

Limitation:
Its outcome is limited by the level of social-emotional and social-emotional maturity, according to which participants are moving away from protecting their personal identity (ego-centrism) toward opening to new self-definitions and concrete possibilities.
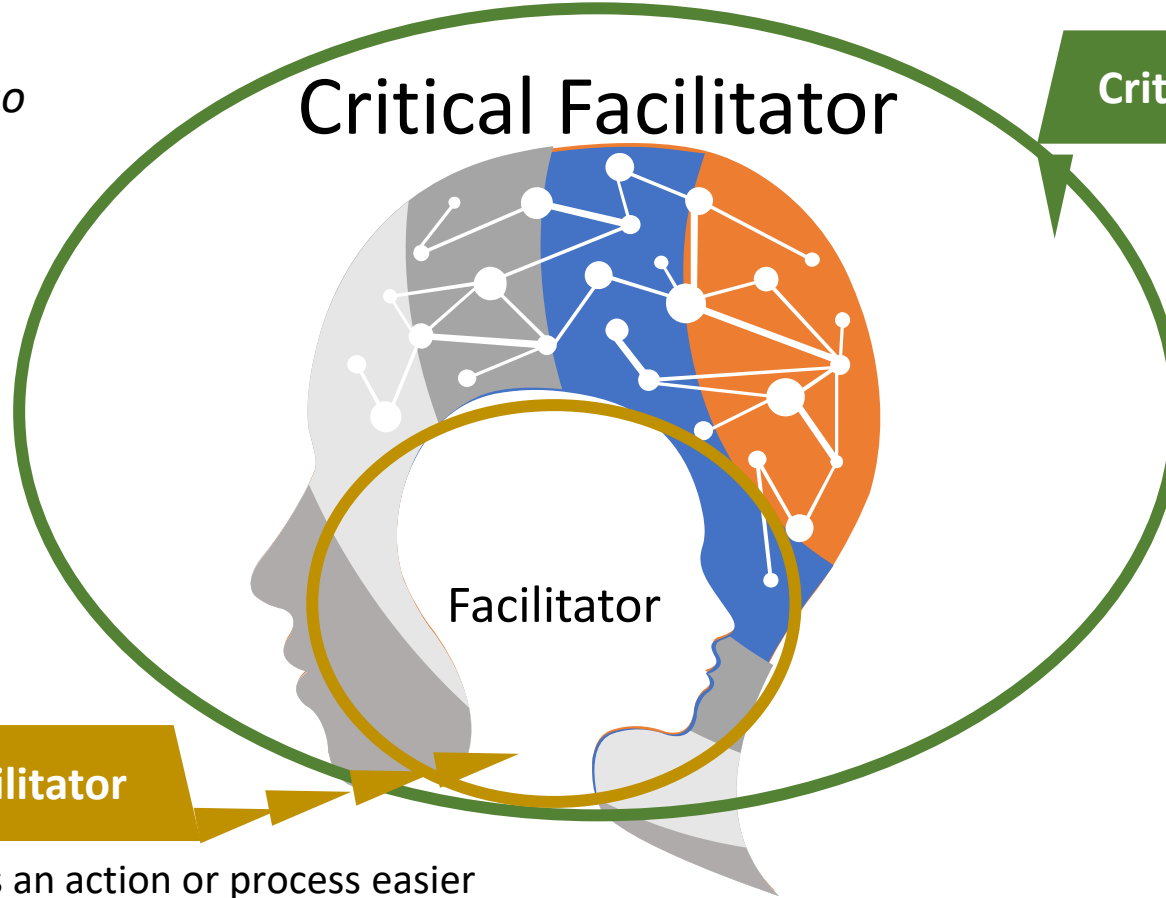
Conventional Facilitator

A person that makes an action or process easier through *behavior-oriented* interventions.

Limitation:
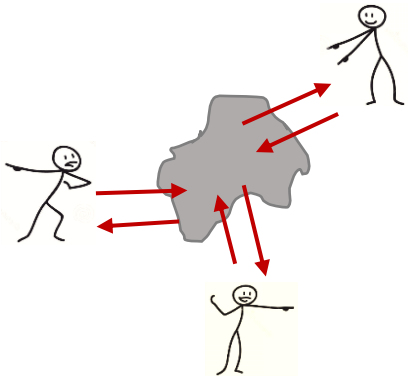The outcome is limited by the maturity of perspectives in the group on which innovative thinking depends.

Chapter six: The quest for coherent action

Linking role and work delivery through real-time dialogue

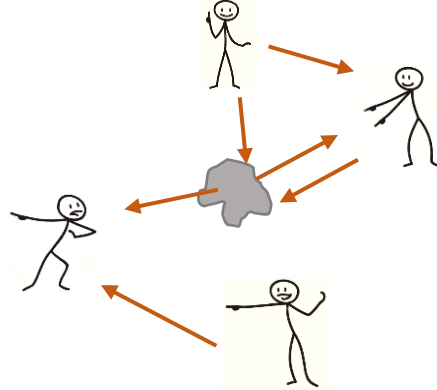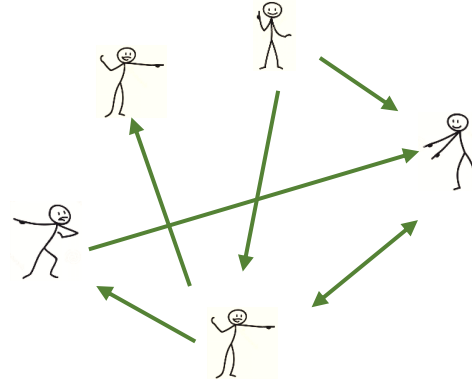# Procedure Templates versus Reflective Action in Four Different Modes of Coherent Collaboration

Co-ordination

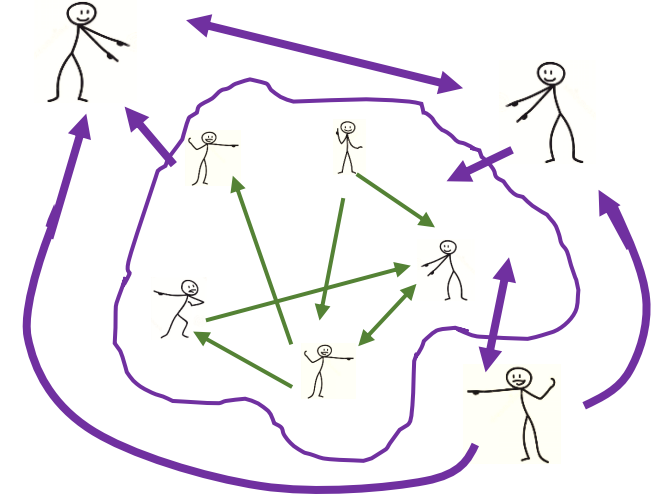Enforcing & automating activities required for managing interactions.

Co-operation

Planning actions required for managing dependencies and interactions identified in the co-construction stage.

Co-construction

Understanding of, and reasoning about, interactions and dependencies to be managed (according to the model of coordination adopted).

Co-modelling

Conceiving of a model of coordination specific to certain moments in time viewed transformationally, In terms of their situational context, on-going processes, defining relationships, and transformational potential.

Making coherent action into an object

Reflecting on coherent action

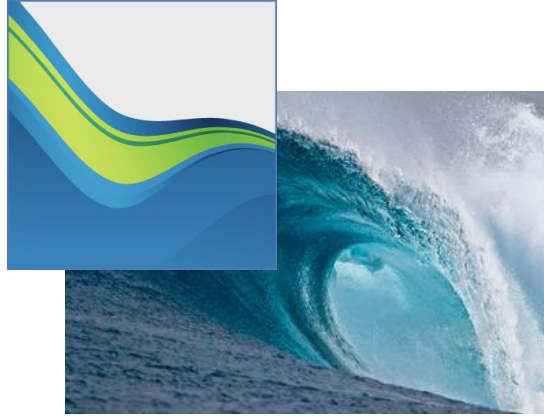# Three Overlapping We-Spaces Yielding Four Ways of Collaboration
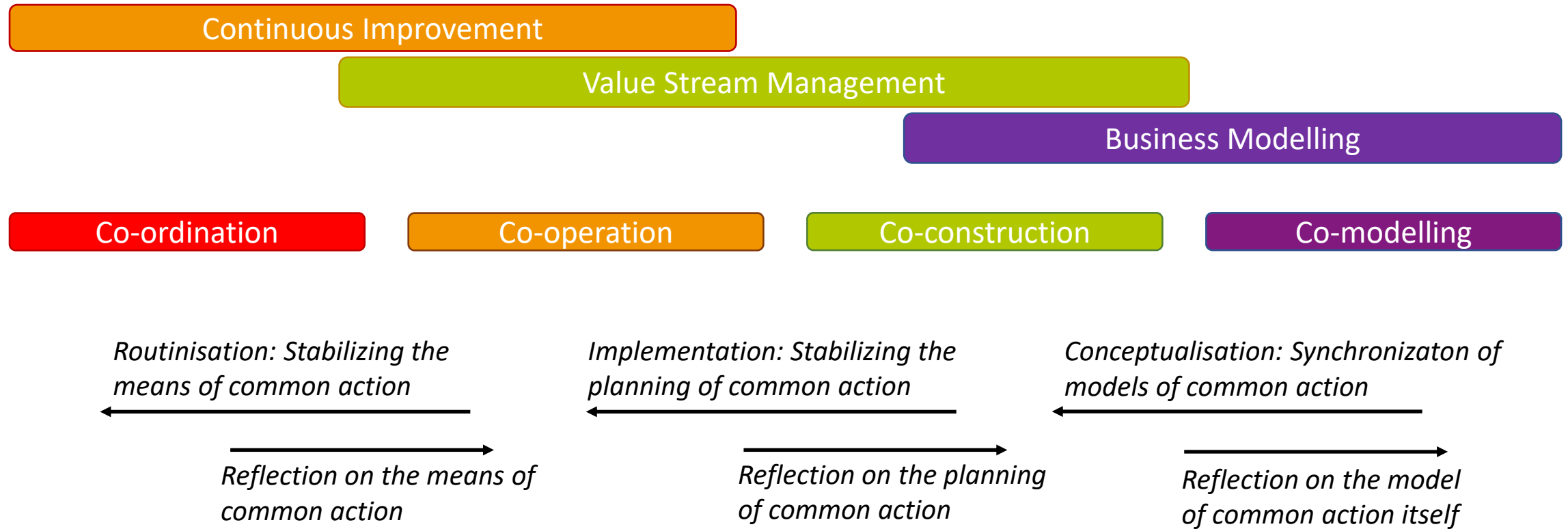
The Tool Set the Book Offers Comprises Four Categories of Search Strategies Leading to a Fuller Picture of 'Reality'
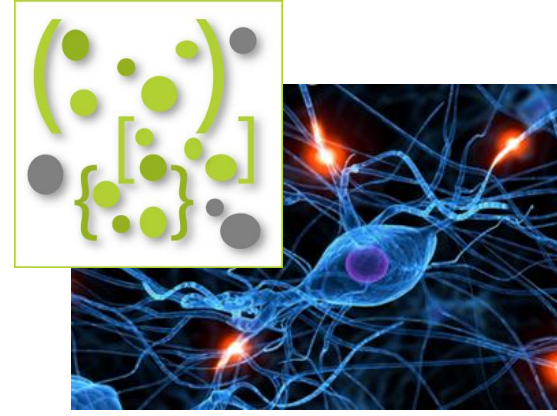

- **CONTEXT (C)**

- Big Picture: How an issue is part of a broader context?
    - Parts vs. the Whole?
    - Layering?
    - Virtual dimensions?
    - Frame of Reference used?
    - Multiplicity of contexts?

- **PROCESS (P)**

- In-Motion: How an issue has become a 'problem'?
    - Inclusion of hidden opposites?
    - Unseen, neglected dimensions?
    - Embedded in correlated or simultaneous processes?

- **RELATIONSHIP (R)**

- Totality – sets of dense relationships that hold things together. How one issue is shaped by another?
    - Value of establishing relationships?
    - Structure of relationship?
    - Patterns of interaction?
    - Reductionism?

- **TRANSFORMATION (T)**

- Human agency – Which are the tensions, disequilibria, and transformational challenges an issue provokes?
    - Limits of stability?
    - Function of conflict?
    - Potential of re-emergence through breakdown?
    - Logics of coordination?
    - Integration of diverse factors?

Stepping up to the humane organization

Six principles of intelligent system design

- Adopt a stance of vulnerability and imperfection as a standard of self-development.

- Pay attention to gaps and incompleteness in tools, model, templates, and habits.

- Share your internal dialogue in communication with others.

- Compose teams in such a way that the embody an 'upward' dynamic.

- Replace control functions by critical facilitation.

- Make playing the role of 'sense-making officer' and integral part of every manager's mandate.

Follow-up

- **Pre-order** the book on Amazon or https://connecttransform.be

  (or special combination offer with 2018 'Dynamic Collaboration' publication on https://connecttransform.be)

- Participate at the **Inspiration Sessions**. In each 1,5 hour session we will focus on one book chapter: June 24th, August 19th, September 16th, October 14th, November 18th, and December 16th . Subscribe through https://connecttransform.be .

- Invite us for a virtual **Practice Reflection** session in your company. We take a challenge and/or problem in your specific situation as a starting point for a mind opening dialogue about how you can apply the new paradigm in your own situation. Contact Jan or Otto per e-mail:
  - Jan@connecttransform.be
  - Otto@interdevelopmentals.org

- Subscribe for the International Master Class Dynamic Collaboration. Six (virtual) half day sessions in October 2020 (13, 15, 20, 22, 27 and 29th) More information on https://connecttransform.be