

Holding Space for Change



The power of
personal stance
for
organisational
transformation

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Deborah Preuss

Translation: this is not a list

***“be the change
that you want to see”***

How can I
be the change
that I want to see
in the world?

*- Mahatma Gandhi
(apocryphal)*

human



~~doing~~

being

How can I
be
the change?

... and *why* should I "be the change"?

"Scaling Agile is about building frameworks for **experiments**, not hierarchies for your old management." - @nigelebaker Dec 29, 2017

Times of change and experimentation are unpredictable.

You can only **BE ready** for the unexpected.
There is no plan for that part.

The Satir / Weinberg Change Curve



Image by @cbillowes <http://www.corporateprogrammer.com/blog/rewire-your-brain-5/>

The Satir / Weinberg Change Curve

with overlay by Deborah Preuss

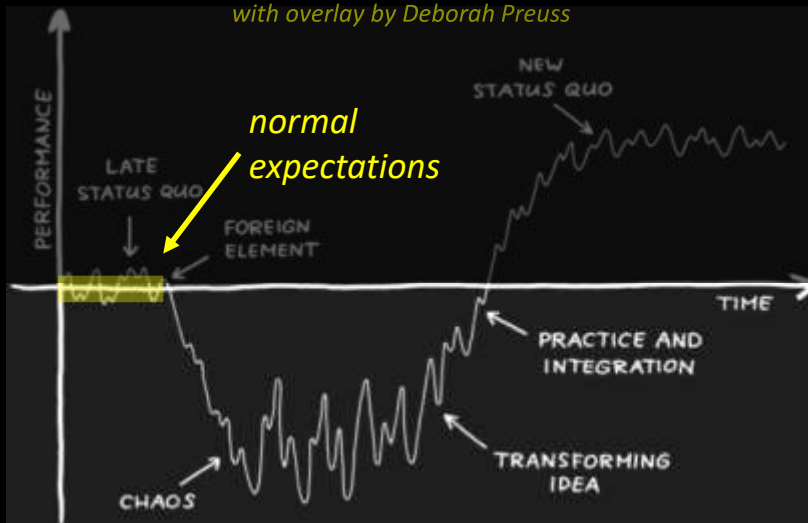


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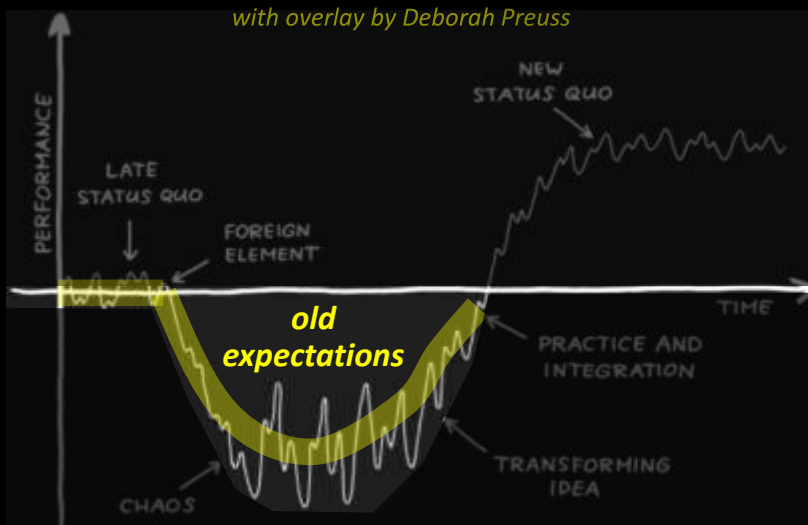


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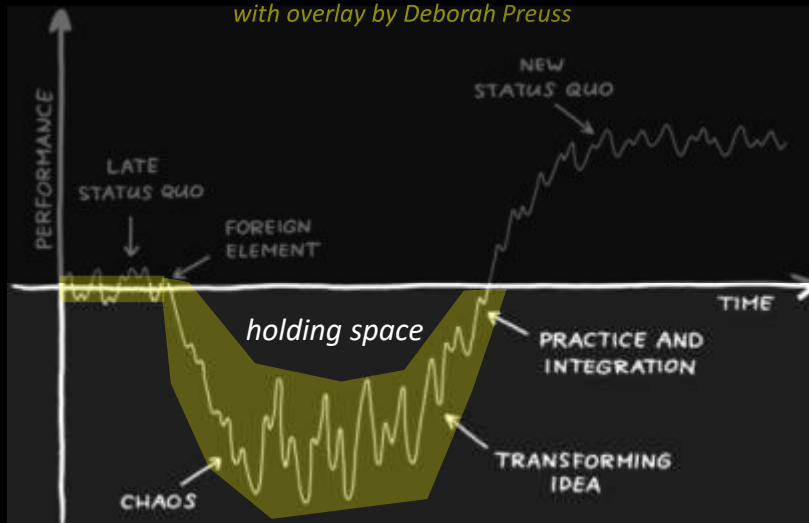


Image courtesy @cbillowes from <http://www.corporateprogrammer.com/blog/rewire-your-brain-5/>

How do we hold this space?



Start where you are

(PS: where are you?)

YOU – another woefully inadequate model

- Mind
- Heart
- Gut
- Body



You are here

YOU – another woefully inadequate model


- **Mind**
- Heart
- **Gut**
- Body



ideas, methods, stories,
tools, habits, books...

intuition? clues?
emotions, indigestion...

- Mind
- **Heart?**
- Gut
- **Body**




"the heart wants what the heart wants"
VALUES, beliefs, dreams

body language, expressions,
micro gestures, actions, energy

To be the change...

- Mind
- Heart
- Gut
- **Body**



**hold more space
for yourself.**

All of your self.



The Tao of Holding Space

81 short chapters on
facilitating Open Space

by Chris Corrigan

If you don't trust the people,
they will become untrustworthy.

The best leaders value their words,
and use them sparingly.
When she has accomplished her task,
the people say, "Amazing:
we did it, all by ourselves!"

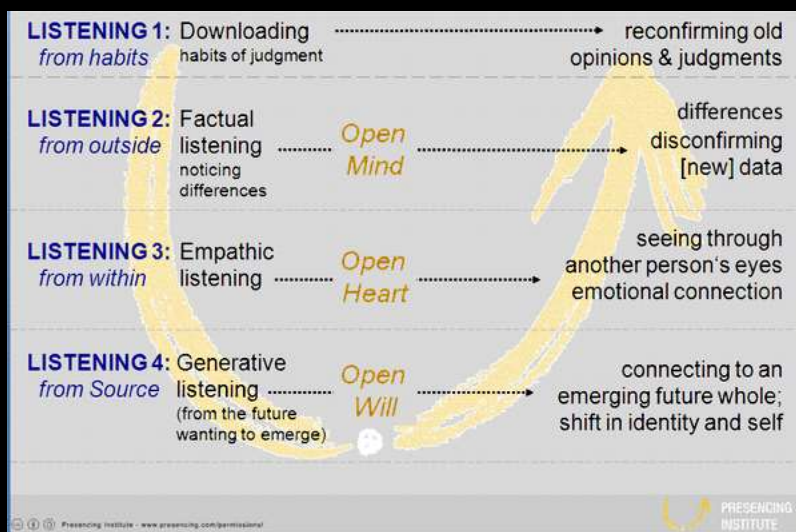
From: Tao Te Ching by Lao-Tzu, verse 17 <http://bit.ly/1485w82>
A Translation For the public domain by j.h.mcdonald 1996

"The greatest service that we ... can provide to others is to learn out loud. In other words, we must truly engage in ongoing transformation before the eyes of those in whom we would inspire transformation."

- Jean Richardson

From: The Preservation of the Agile Heart: From Mindset to Consciousness

Theory U / Leading from the Emerging Future *books by Otto Scharmer / M.I.T. Ulab*



The Power Pose

(see Amy Cuddy's Ted talk)

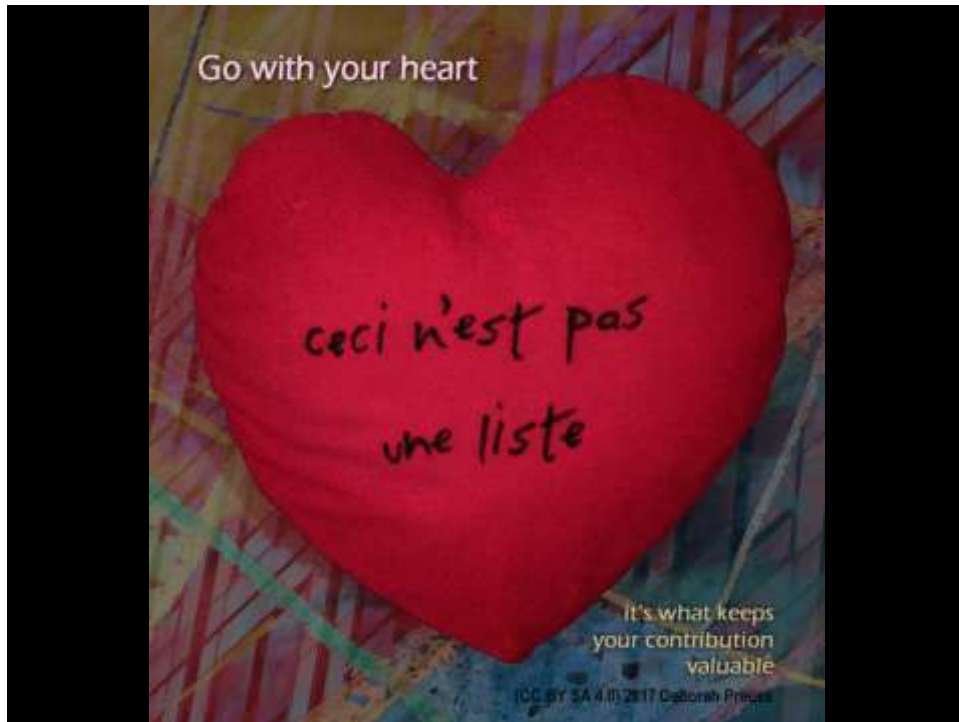


The Failure Bow

- <https://shaboominc.com/how-a-circus-bow-can-redeem-your-worst-mistakes/>



Image: Wazzaldorp <http://fav.me/d8r0k2x>



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Notes & reading list: is.gd/StandWhereYouAre

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Stand Where You Are - Reading List 1/4

- The Preservation of the Agile Heart:**
From Mindset to Consciousness, *Jean Richardson*
www.azuregate.net/preservation-of-the-agile-heart
 This book is an exhortation to agile coaches, consultants, and advocates to look first at themselves when they seek to transform others. It affirms that all agile transformations are first personal transformations. And, it provides pointers to support personal transformation, with an overview of Servant Leadership, Theory U, Pervasive Leadership, Responsive Manifesto, and a reading list.
- Theory U / Leading from the Emerging Future, *Otto Scharmer***
www.ottoscharmer.com/publications/books
 What we pay attention to, and how we pay attention is the key to what we create. What often prevents us from 'being present,' is what Scharmer calls our blind spot, the inner place from which each of us operates. Becoming aware of our blind spot is critical to bringing forth the profound systemic changes so needed in business and society today.
- The InspireMe! Self-coaching deck for change agents,**
Lyssa Adkins, Deborah Preuss, John Adkins
abiggergame.today/inspireme/
 The work of Agile Coaching can be difficult, and also immensely rewarding. Most days, you have this handled... Some days you need a word of advice to help you take that next step, a reminder to stop and appreciate what is already going well, or a challenge that spurs you into action. These cards do just that. They support you. Every day.

Stand Where You Are - Reading List 2/4

- The Tao of Holding Space, *Chris Corrigan***
abiggergame.today/the-tao-of-holding-space/
 Each chapter starts with a verse from the ancient Tao Te Ching (pronounced: Daode Jing), followed by a short reflection on the art of Holding Space as a facilitator, by Open Space facilitator Chris Corrigan. Inspiring, if you hold space for meaningful work with individuals or groups. Free e-book.
- Managing Yourself Through Change, article by *Dale Emery***
dhemery.com/articles/managing_yourself_through_change/
 Emery presents the Satir model of change, which describes the stages we go through as we respond to change; then why each stage happens, why we respond the way we do, and how we move from one stage to the next. Includes ideas on how to respond more effectively in each stage.
- The Satir Change Model, article by *Stephen M Smith***
stevenmsmith.com/ar-satir-change-model/
 This article applies the Satir model to teams. Improvement is always possible. This conviction is the heart of the transformation system developed by family therapist [Virginia Satir](#). Her system helps people improve their lives by transforming the way they see and express themselves.

Stand Where You Are - Reading List 3/4

- **Powerful Questions exercise** for groups, *D. Preuss & C. Nettleton*
abiggergame.today/powerful-questions-exercise/
 As we shift from authoritarian to collaborative work models, old habits can undermine our best intentions, especially when we're under stress... This hands-on team exercise slows down our thinking long enough to observe what happens when we ask different types of questions, and how we might do it better. Free download.
- **Fearless Journey Game**, *Deborah Preuss and friends*
fearlessjourney.info/
 Based on the book *Fearless Change*, this table game acknowledges a team's hard-to-reach Goal and inspires new strategies to reach it. Players write real-life obstacle cards and use the 48 influence patterns to bring change where they have no authority. Also 3 Fearless Solitaire activities for team-less change agents. Free download in 6 languages.
- **Values self coaching exercise**, *Deborah Preuss*
abiggergame.today/values-shift/
 This personal card-sort exercise helps you surface your no-compromise beliefs and values, and reframe and name them in a way that's memorable and easy to work with going forward. Free download. For German version, email Deborah Preuss. Free download.

Stand Where You Are - Reading List 4/4

- **The Failure Bow**, *Matt Smith at TEDxBellevue*
[outube.com/watch?v=cXuD2zHVeB0](https://www.youtube.com/watch?v=cXuD2zHVeB0)
 Seattle improviser and auctioneer Matt Smith shows how altering our physiological response to failure can lead to transparency, availability, flexibility and even happiness.
- **Smart Leaders, Smarter Teams**, *Roger Schwarz*
schwarzassociates.com/resources/smart-leaders-smarter-teams-2/
 Discover a rigorous and compassionate, values-based method to resolve your leadership team's toughest challenges and realize your greatest opportunities. It will change the way you think and how you work. Your team will get unstuck, get more done and achieve your goals.
- **Getting Started with Journaling**, *Deborah Preuss*
abiggergame.today/getting-started-journaling/
- **Your body language may shape who you are**,
Amy Cuddy / TED talk
www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are
 Social psychologist Amy Cuddy argues that "power posing" — standing in a posture of confidence, even when we don't feel it — can boost feelings of confidence, & impact on our chance of success.