Go on Learning Journeys

Teaching Materials:
Leadership Lab for
Corporate Social Innovation
Leadership Lab for Corporate Social Innovation: One Process, Three Stages, Seven Elements

1. Introduction: from CSR to corporate social innovation
2. IDEO: the art & practice of precise observation
3. Go on learning journeys to innovative companies with inspirational leaders
4. Sense-making and dinner party
5. Crystallize project initiatives and project teams
6. Create living prototypes in real-world contexts
7. Teams present practical accomplishments

co-sensing   co-inspiring   co-creating
Capacity-Building for Conducting Dialogue Interviews
Twelve Principles of Dialogue Interviews

1. **Preparation**: use www; do background reading; develop a questionnaire; schedule the interview
2. **Intention**: “the most important hour is the hour before the interview” (Jaworski); develop a sense of profound openness and an intention of serving
3. **Initial contact**: create transparency and trust about the purpose and the process of the interview; establish a direct eye-to-eye (heart-to-heart) connection early on (Jaworski)
4. **Access your ignorance**: pay attention to and trust the questions that occur to you; don’t be afraid to ask simple or “stupid” questions (Schein)
5. **VOJ**: suspend your VOJ (voice of judgment) and develop a sense of wonder (Ray)
6. **Access your empathic listening**: put yourself in your interviewee’s shoes—and thoroughly appreciate/enjoy/love the story you hear unfolding
7. **Access your generative listening**: listen for your interviewee’s highest self—his or her highest future possibility—and at the same time try to listen from that place—not just from who she is today, but from her evolving future Self
8. **Go with the flow**: let go of old ideas and concepts (Schein)
9. **Questions**: focus first on What, not on Why or on confrontational questions; you want to get into a flow, not into a debate (Schein)
10. **Generative silence**: this may be the most important (and least visible) intervention you can perform: while you remain silent you slow down the interviewee and help her to access the deeper aspects of her story, her work, and her life; generative silence requires the interviewer’s utmost level of attention, presence, and intention
11. **Journey question**: if appropriate, reconnect the interviewee’s biography (for example, why he or she pursued a certain profession or embarked on a particular journey) with what that person now senses wants to unfold in her life or in a social context around her.
12. **Post-interview**: “debrief” and crystallize right away; capture observations and insights in your journal; don’t even make phone calls or have short conversations between the interview and recording your thoughts and impressions; use a structured debriefing process.
Four Field Structures of Listening
Listening from Outside

⇒ Observation from outside
⇒ The world as a set of objects
⇒ The self as looking through the windows of its own organization

Empathic Listening

⇒ Empathetic listening (from within)
⇒ The world as arising from a formative field
⇒ The self (of the listener) moving beyond the boundary of its own organization (beyond its prison)

Generative Listening

⇒ Listening from the future wanting to emerge (Source)
⇒ The world as Self-Birthing Sculpture
⇒ The Self as operating from outside and within the boundaries of its organization (Self as Source)

Judgmental Listening

⇒ Downloading habits of thought
⇒ The world as mental projection
⇒ The self as captured in the prison of its own organization

Listening from What Emerges

Primacy of the Whole

Listening from What Is
(Patterns of the Past)

Primacy of the Parts
Four Field Structures of Conversation
<table>
<thead>
<tr>
<th>Talking Tough</th>
<th>Talking Nice</th>
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</thead>
<tbody>
<tr>
<td>⇒ debate, clash</td>
<td>⇒ Downloading</td>
</tr>
<tr>
<td>⇒ I am my point of view</td>
<td>⇒ polite, cautious</td>
</tr>
<tr>
<td>⇒ Listening = reloading</td>
<td>⇒ listening = projecting</td>
</tr>
<tr>
<td>⇒ other = target</td>
<td>⇒ rule-reenacting</td>
</tr>
<tr>
<td>⇒ rule-revealing</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Generative Dialogue</th>
<th>Reflective Dialogue</th>
</tr>
</thead>
<tbody>
<tr>
<td>⇒ presencing, flow</td>
<td>⇒ Inquiry</td>
</tr>
<tr>
<td>⇒ time: slowing down</td>
<td>⇒ I can change my view</td>
</tr>
<tr>
<td>⇒ space: boundaries collapse</td>
<td>⇒ empathic listening (from within the other self, other = you)</td>
</tr>
<tr>
<td>⇒ listeng from future self</td>
<td>⇒ rule-reflecting</td>
</tr>
<tr>
<td>⇒ rule-generating</td>
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</tbody>
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**Enacting Emerging Futures**

**Primacy of the Whole**

**Primacy of the Parts**

**Reenactting Patterns of the Past**
For more information on this lecture:

Scharmer, C. O. (Forthcoming).
*The Blind Spot of Leadership: Presencing as a Social Technology of Freedom* (working title).


*Presence: Human Purpose and the Field of the Future* (working title).

[www.dialogonleadership.org](http://www.dialogonleadership.org), [www.ottoscharmer.com](http://www.ottoscharmer.com)