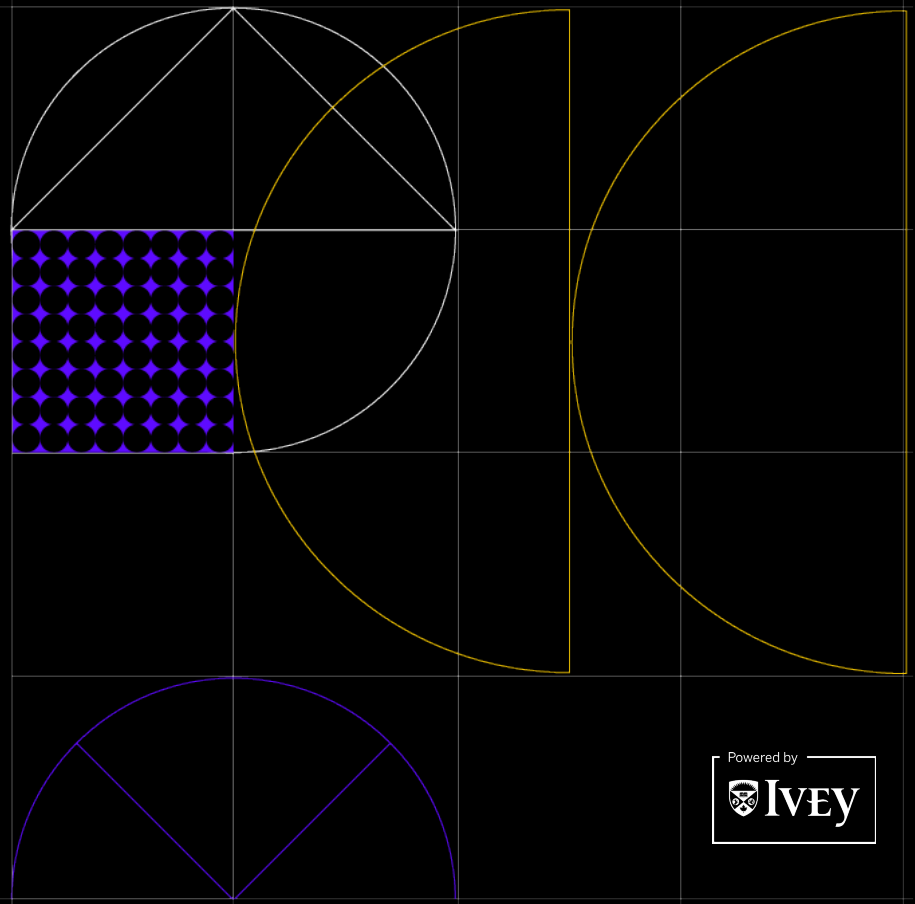
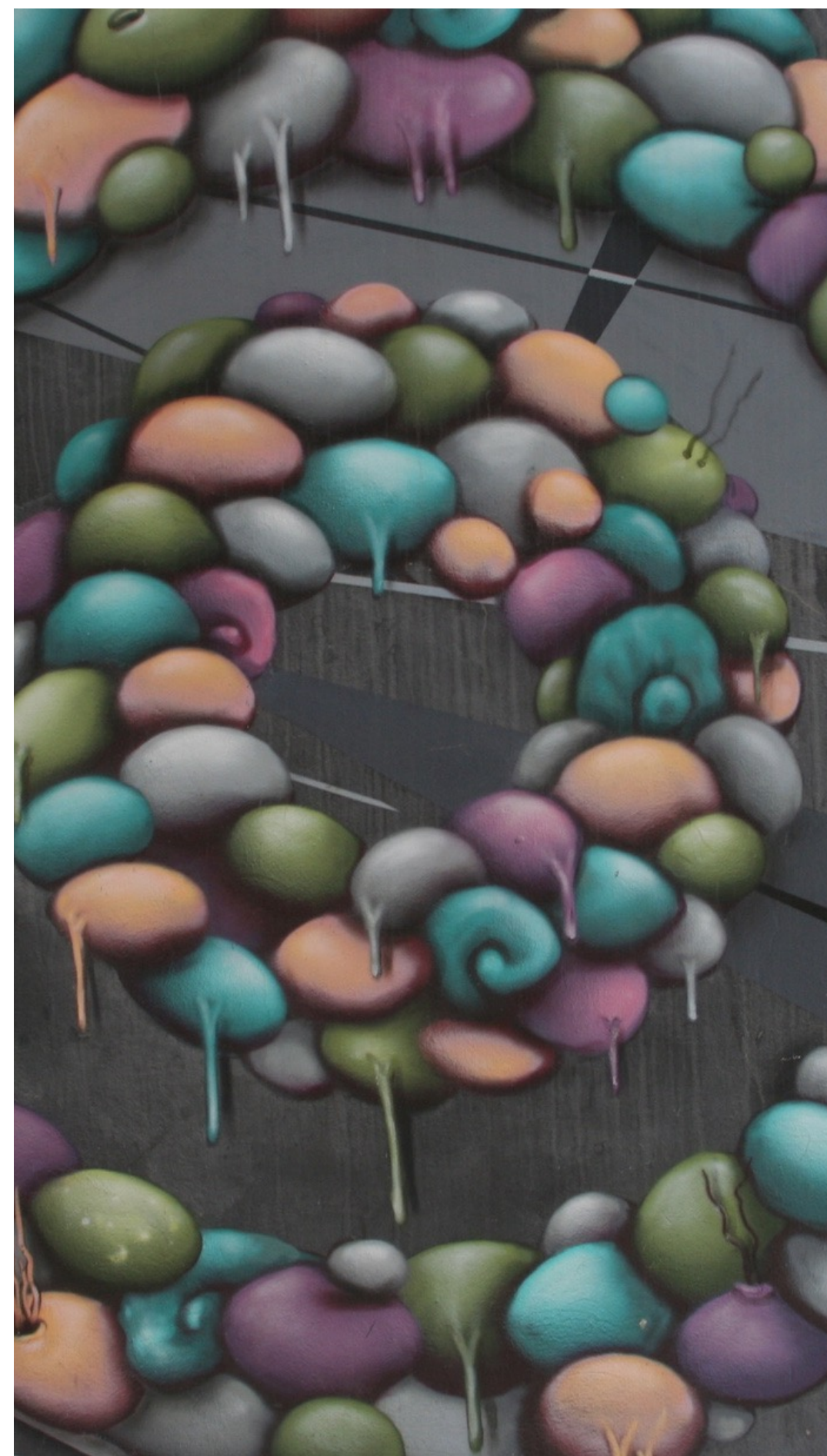


**INNOVATION
NORTH**

SESSION 19 SLIDES

**CULTIVATING
EMERGENCE**





“I don’t know the destination; I know the way there.”

We will explore the process of creation and the importance of cultivating emergence. During our time together we will explore the following questions:

- What kind of relationship and conditions do I need to nurture in the creative process?
- How can I be open to surprises?
- What does it mean to follow principles instead of rules?
- Which practices can help with this approach?

Agenda

- Introductions and Connecting
- Framing of session
 - Continuum of Creativity, Complexity, and role of Emergence
 - Exercise: Poetic Scientist
- Break – approximately 10:15am
- Process of Creation and Cultivating Emergence
- The Ensemble
 - Exercise: Expanding Attention
- Working from Principles
 - Exercise: Zombie
- Wrap up
- End of Session – 12:30pm



Invitations

- Act without full understanding or certainty (to the degree which you are comfortable)
- Pay attention to what you feel and experience
- Share your experience and insight with others



Roles

- Me: Joker and Guide
- You: Playful Explorers



Working with groups to develop their creative capacity to respond to complex challenges

- We all have a creative capacity - we are all agents of creation
- When released, this creativity is a mighty power for transformation.
- It is all a matter of release and then working with what is released.



3 things I think I know about you as a group

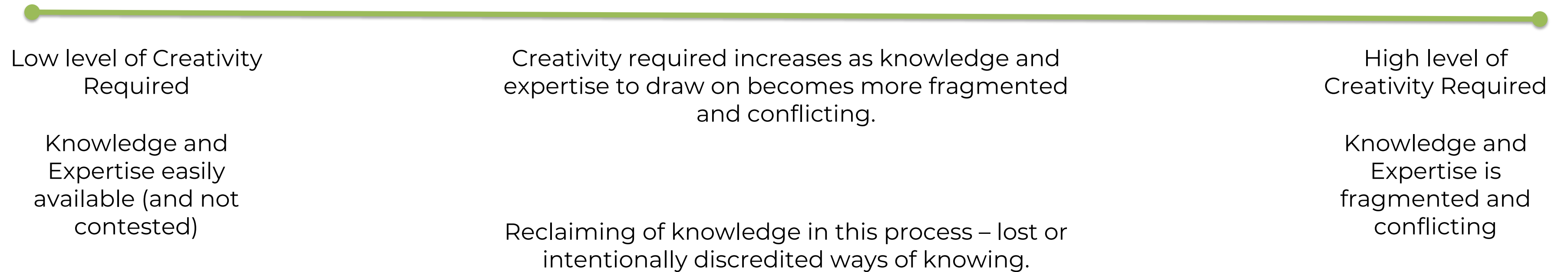
- You are people who makes things happen - in work, in life
- You step forward when things need to happen (and often take a leadership role)
- You are relied upon when things need to happen

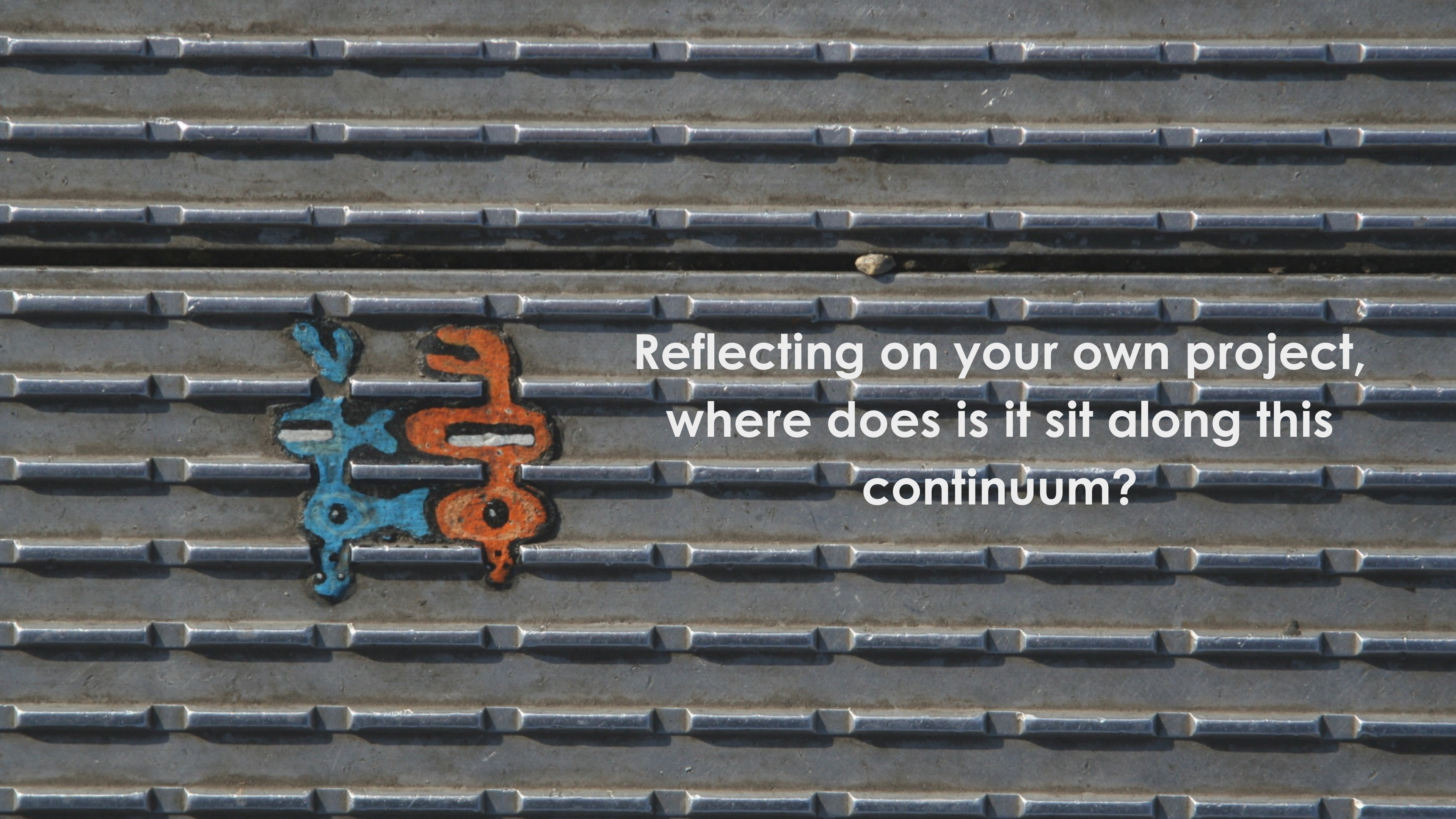




To be creative means to
respond to a challenge or
opportunity beyond your
current capacity or
understanding.

Continuum of Creativity





Reflecting on your own project,
where does it sit along this
continuum?

3 types of complexity

Social complexity exists when there are multiple actors with divergent perspectives in a system. These actors may view a problem or situation differently, making it difficult to form consensus about the nature of a socially complex problem or what constitutes a beneficial change.

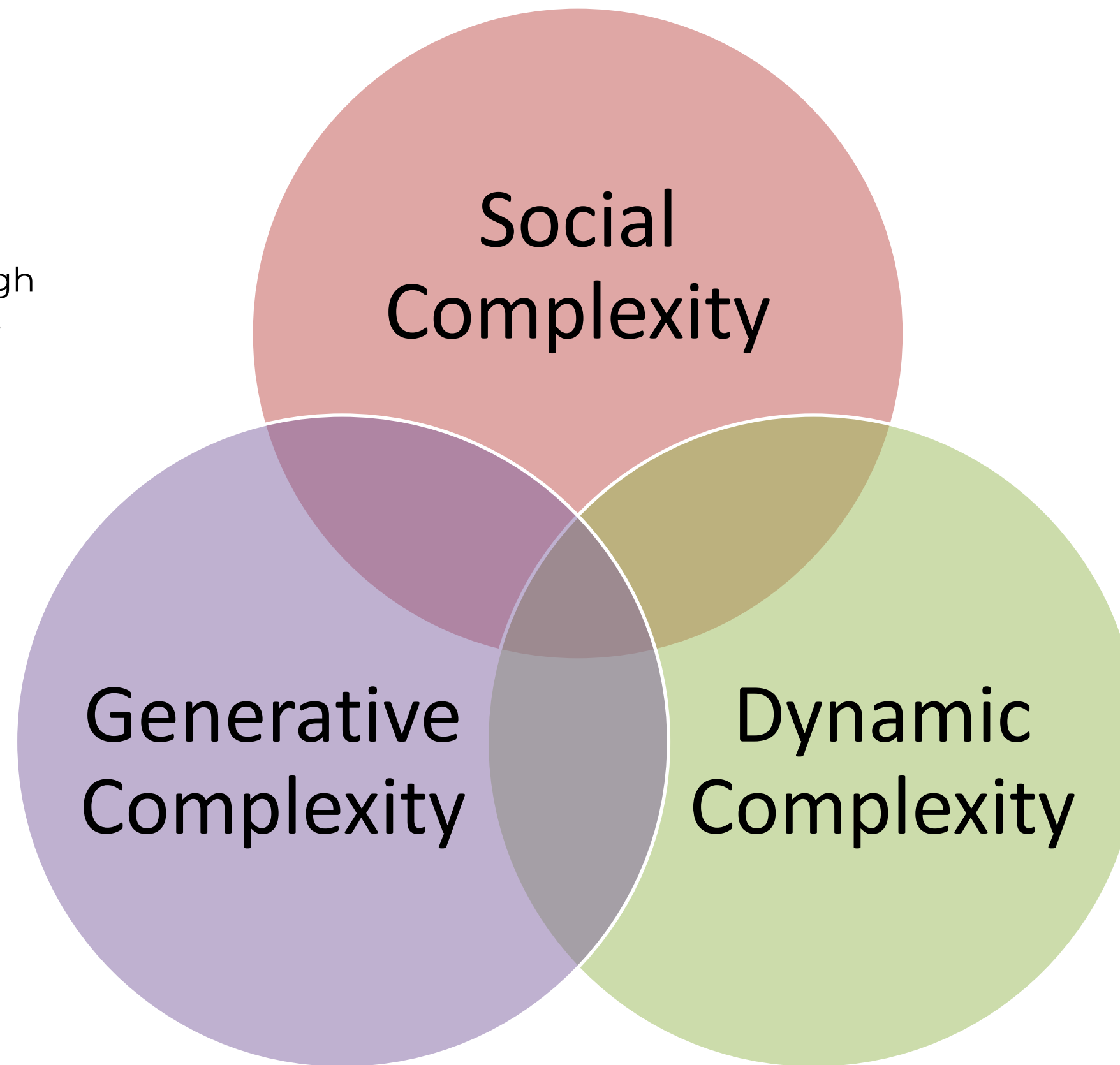
Dynamic complexity is present when the cause-and-effect relationship is difficult to perceive because the causes and effects are spread out in time and space and effects are felt in distant parts of a system.

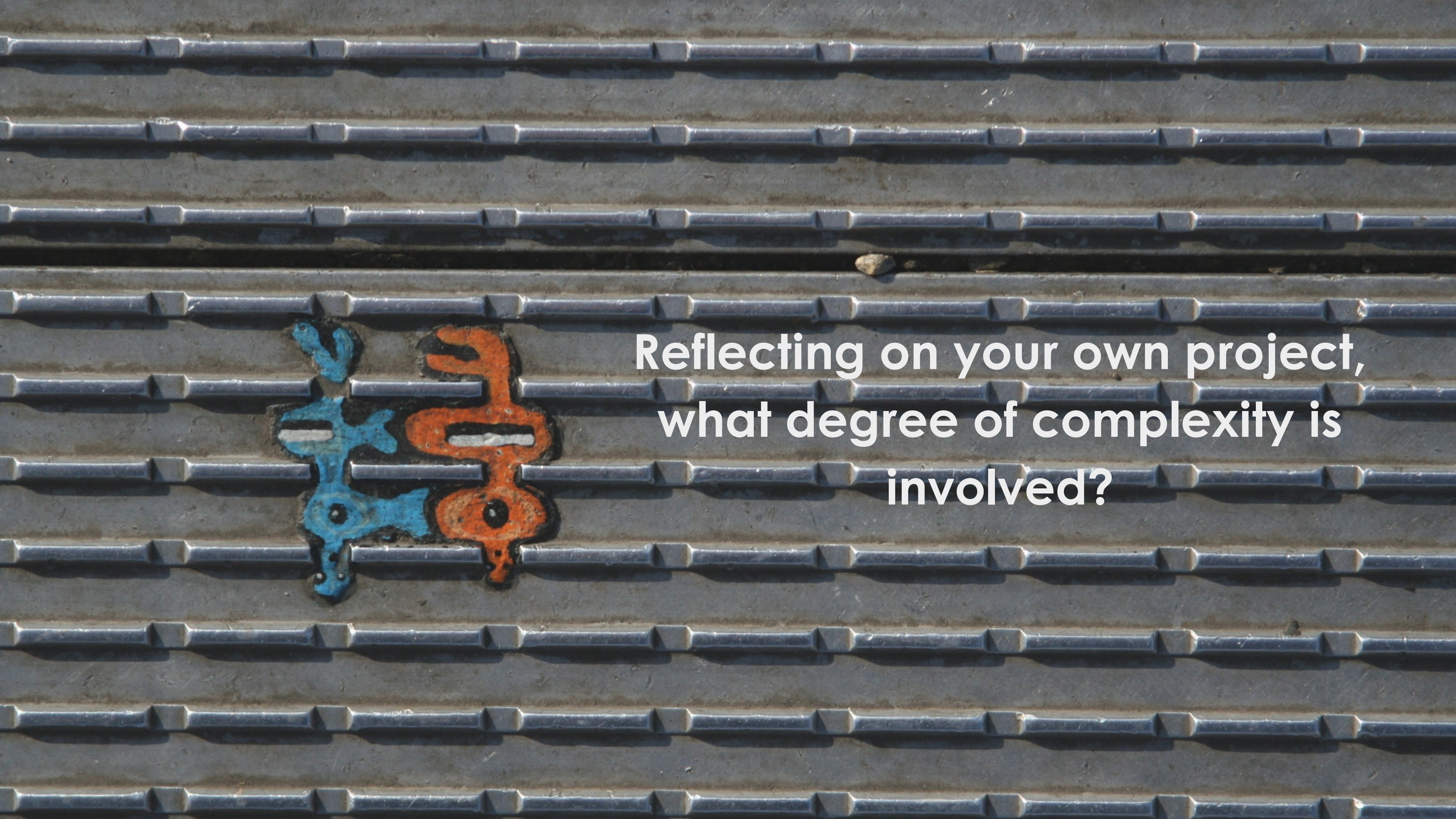
Generative complexity is characterized by things unfolding in unfamiliar ways. When there is no roadmap and actors are working in uncharted territory, generative complexity is present.



Overlapping Complexity

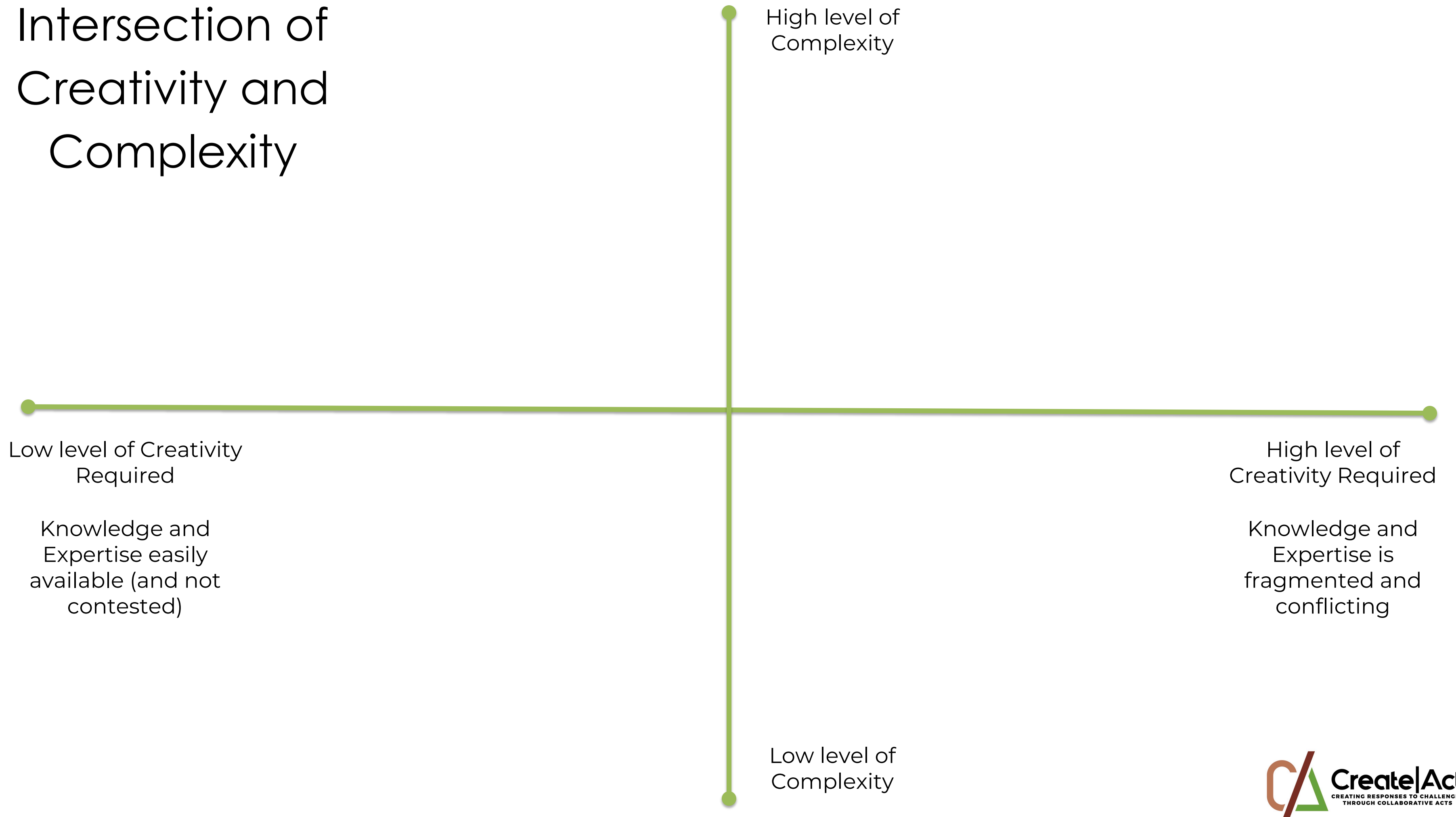
These types of complexity interact and overlap with each other, producing a situation that is always evolving. Therefore, with high levels of complexity there is not a static challenge or opportunity that you can hold as constant.





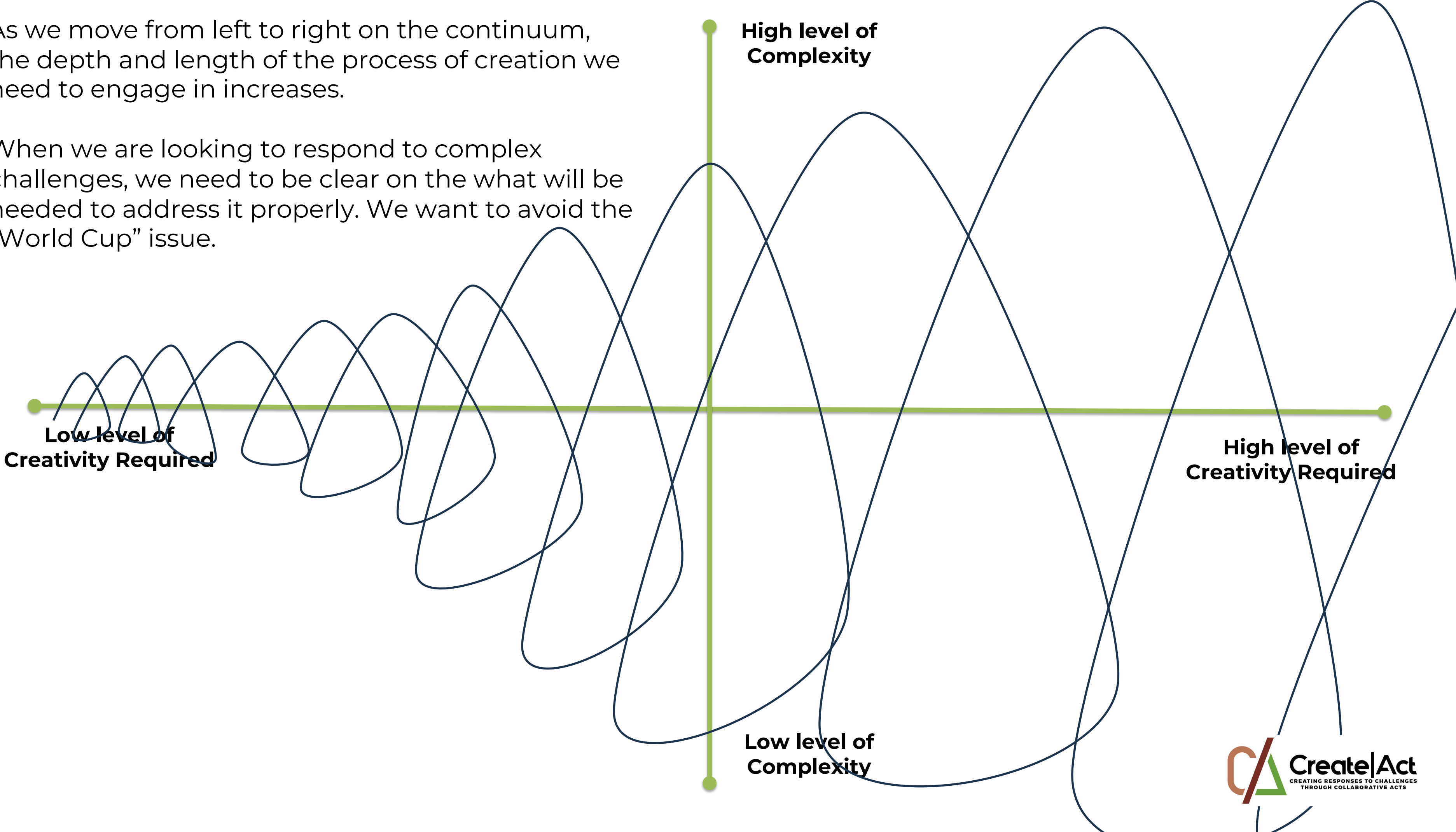
Reflecting on your own project,
what degree of complexity is
involved?

Intersection of Creativity and Complexity

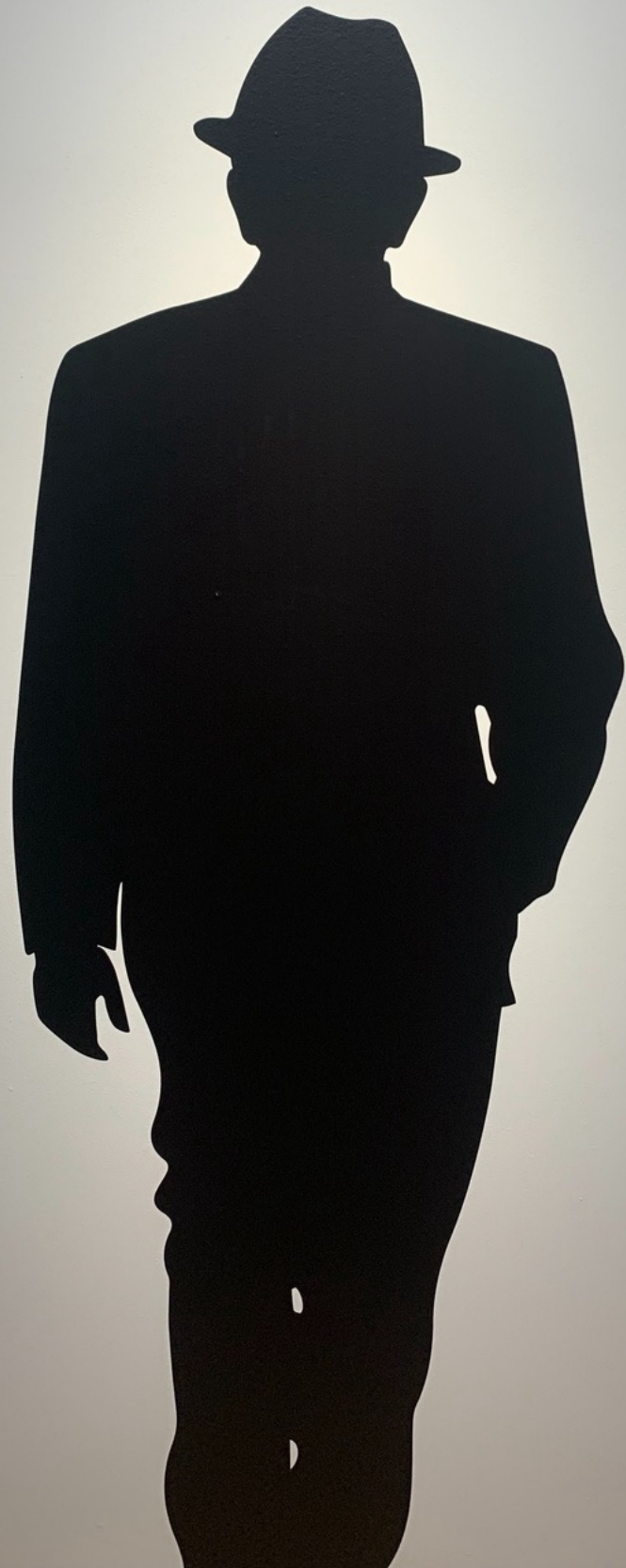


As we move from left to right on the continuum, the depth and length of the process of creation we need to engage in increases.

When we are looking to respond to complex challenges, we need to be clear on the what will be needed to address it properly. We want to avoid the “World Cup” issue.



Poetic Scientist



Go out into your world and notice what grabs your attention (for whatever reason).

Sit in contemplation of that which grabs your attention

- Use your senses
- Pay attention to any feelings

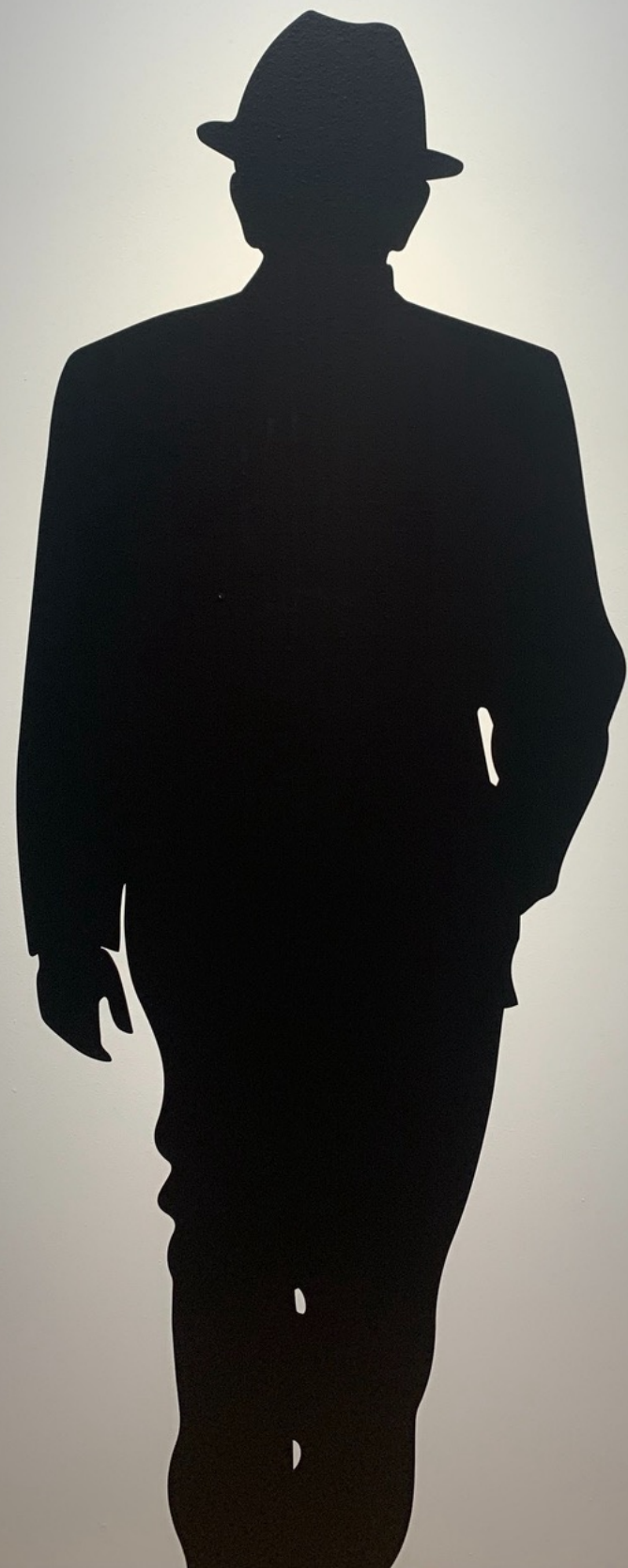
Now choose one aspect of what you have observed and fill in the following sentence stub:

- I notice the _____

Allow the simple, obvious and clear come forward rather than romanticizing or interpreting

Create 5 to 7 “I notice the _____” statements (of 5 - 7 different things that grab your attention).

You have 11 minutes



Poetic Scientist

Find a partner and share with them what you noticed out in the world.

Now cross out “I notice” and write “I am” in front of each sentence. Sit with the sentences for a minute.

Is there any truth to these sentences, in a poetic sense? Are these apt metaphors for your personality, your trials, your becoming?

With your partner share one or two (or more) of your “chewy” sentences—sentences which delight, bewilder, or otherwise affect you. Share a story some of the story of when this was the case or is the case now.

With the sharing it is as much as you feel comfortable revealing

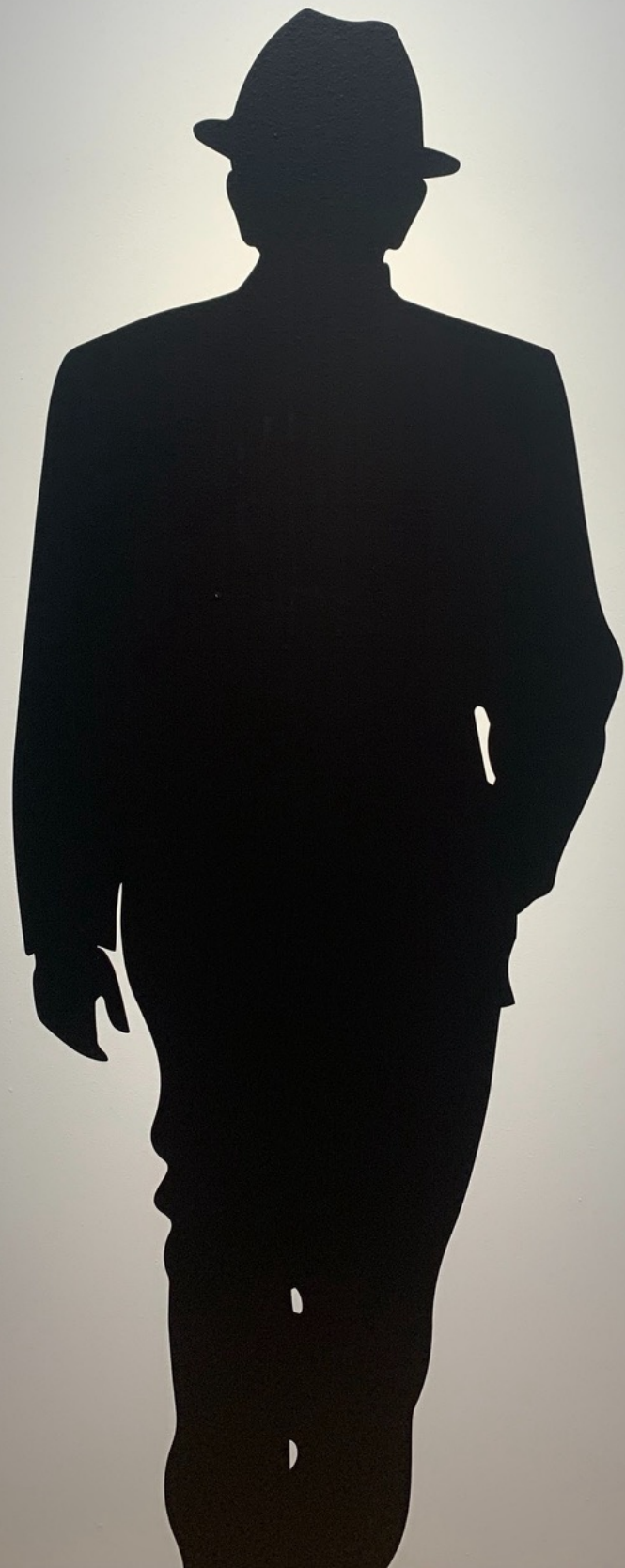
Poetic Scientist

Now arrange 3 to 5 of the sentences in a narrative.

Which should go first? Which now relates to that one (theme / image / memory)? What should be the final sentence?

Share what you have created with your partner.

And try to share without apology or explanation.

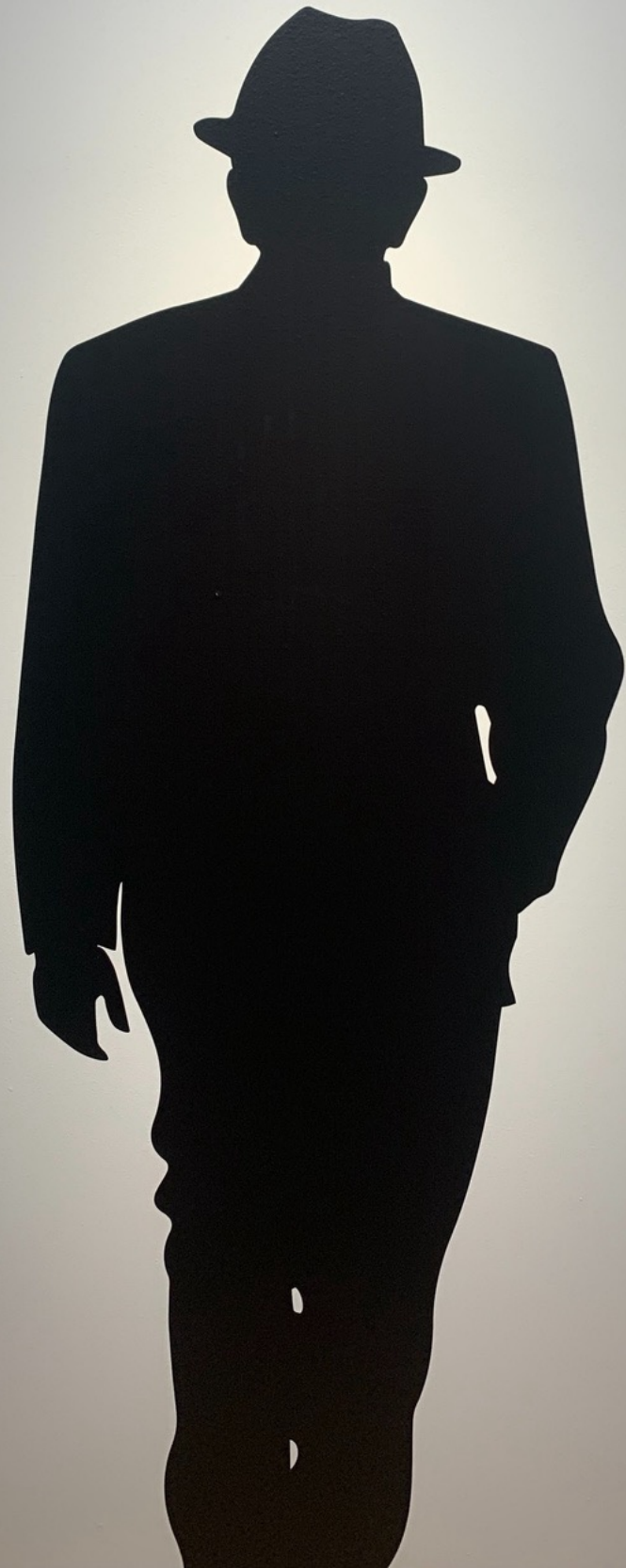


Poetic Scientist

What did you reveal? To
yourself? To your neighbour?

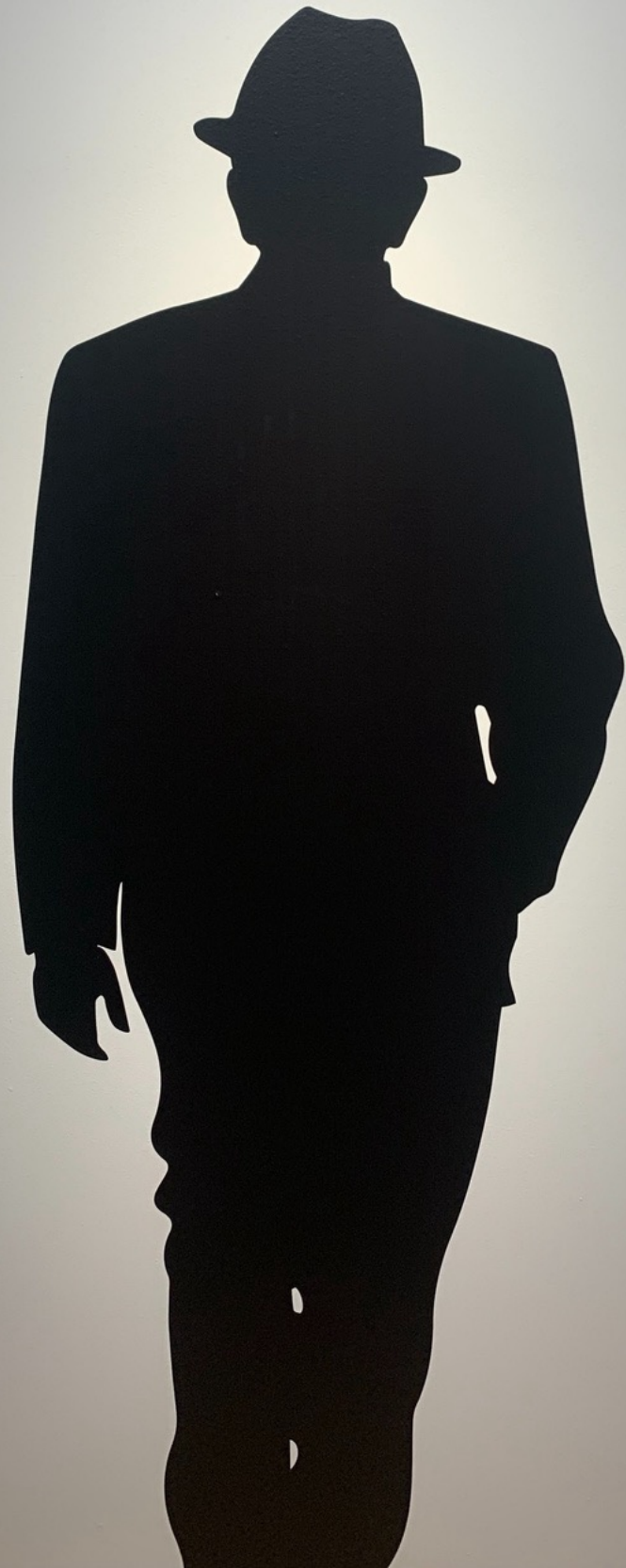
What was revealed to you?

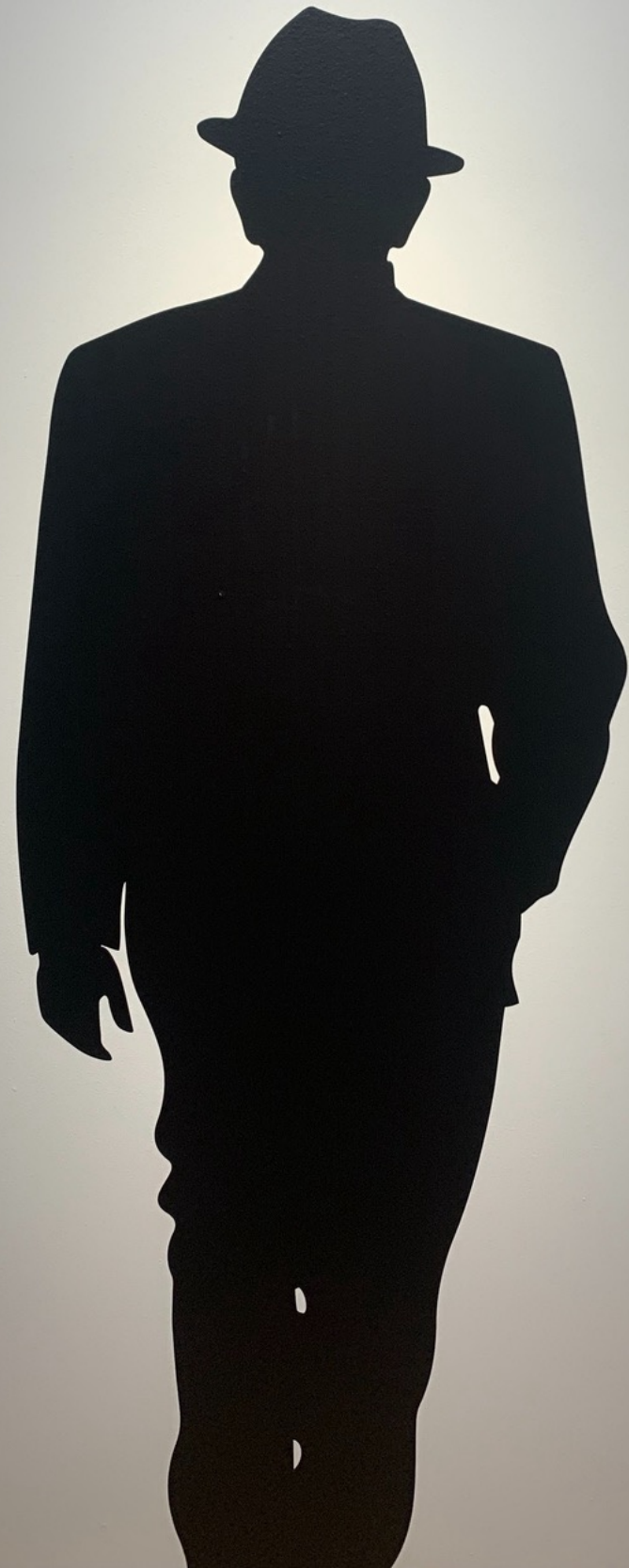
What did you notice in the
journey from observing to
making it personal to sharing?



The cycle of activity that drives our work in the process of creation:

- Inquire, explore, get intimate
- Build connections, expand attention
- Experiment, play
- Share raw, unfinished work with the world (and without apology)

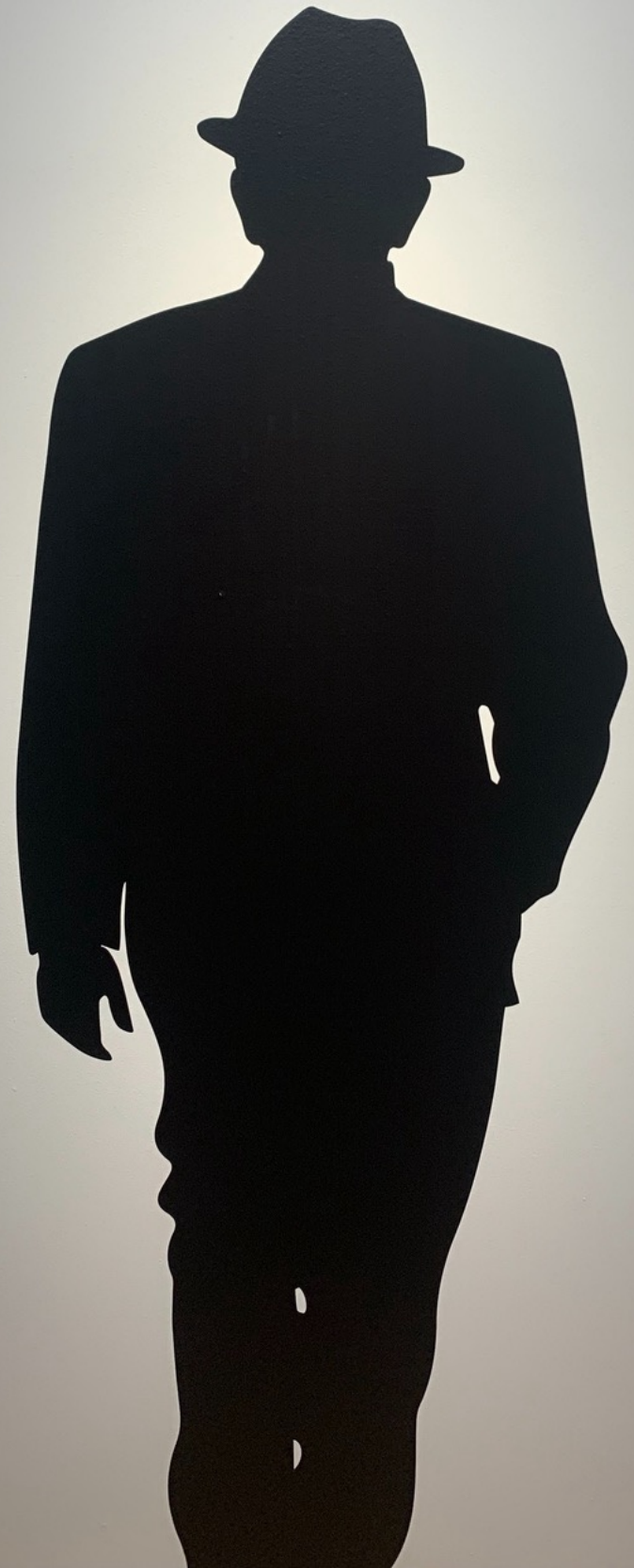




The cycle of activity that drives our work in the process of creation:

- Inquire, explore, get intimate
- Build connections, expand attention
- Experiment, play
- Share raw, unfinished work with the world (and without apology)

The process of creation requires you to go out into the world and get into direct contact.



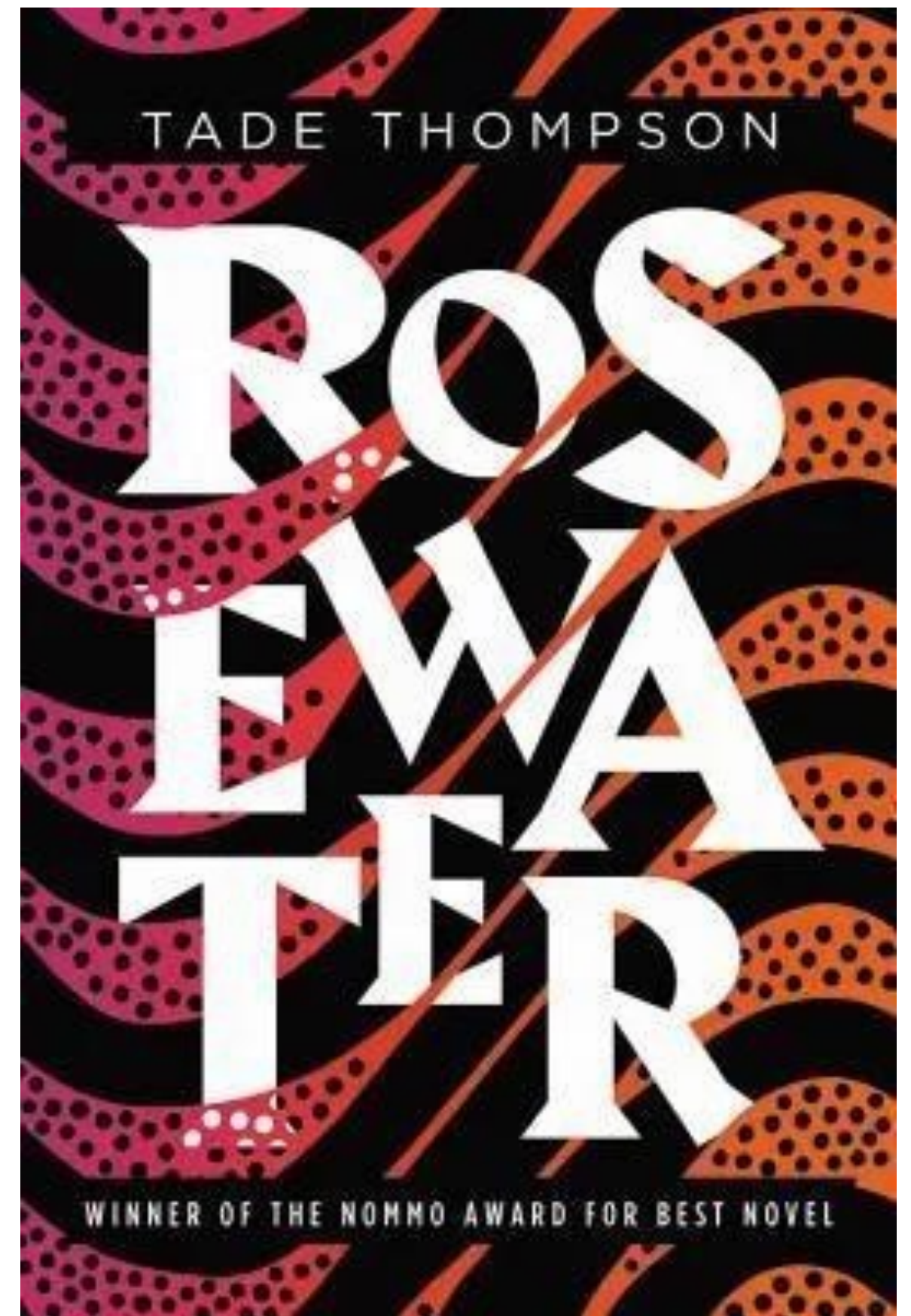
The cycle of activity that drives our work in the
process of creation:

- Inquire, explore, get intimate
- Build connections, expand attention
- Experiment, play
- Share raw, unfinished work with the world (and without apology)

The process of creation requires you to go out into the
world and get into direct contact.

When you consider your own project, in what ways are you
are you and your team going through the cycle of activities
that drive the process of creation?

*“I don’t know the
destination; I know the way
there.”*



Empty the “performance” box



The biggest obstacle to doing something new is the good thing you already know how to do.



Set the challenge rather than the solution





Emergent rather than Resultant

We can now see that the whole
becomes not merely more, but different
from the sum of it's parts.

RW Anderson



What are the areas that we need to nurture in the process of creation if we want to cultivate emergence?

- Connection
- Curiosity
- Agency
- Transformation



Inquire, explore, get intimate

- Go out into your world and notice what grabs your attention - **agency, curiosity**
- Sit in contemplation of that which grabs your attention - **connection, curiosity**
- Choose one aspect of what you have observed and fill in the following sentence stub - **agency, connection**
- Create 5 to 7 “I notice the _____” statements - **repeating all the steps and conditions several times**



Build connections, expand attention

- Find a partner and share your sentences - **connection**
- Cross out “I notice” and write “I am” in front of each sentence. Sit with the sentences for a minute - **transformation**
- Is there any truth to these sentences, in a poetic sense? Are these apt metaphors for your personality, your trials, your becoming? - **connection, curiosity, transformation**



Experiment, play

- With your partner share one or two (or more) of your “chewy” sentences—sentences which delight, bewilder, or otherwise affect you. Share a story some of the story of when this was the case, or is the case at the moment - **agency, connection, transformation**
- Now arrange 3 to 5 of the sentences in a narrative. Which should go first? Which now relates to that one (theme / image / memory)? What should be the final sentence? - **agency, connection, transformation, curiosity**



Share raw, unfinished work with the world (and without apology)

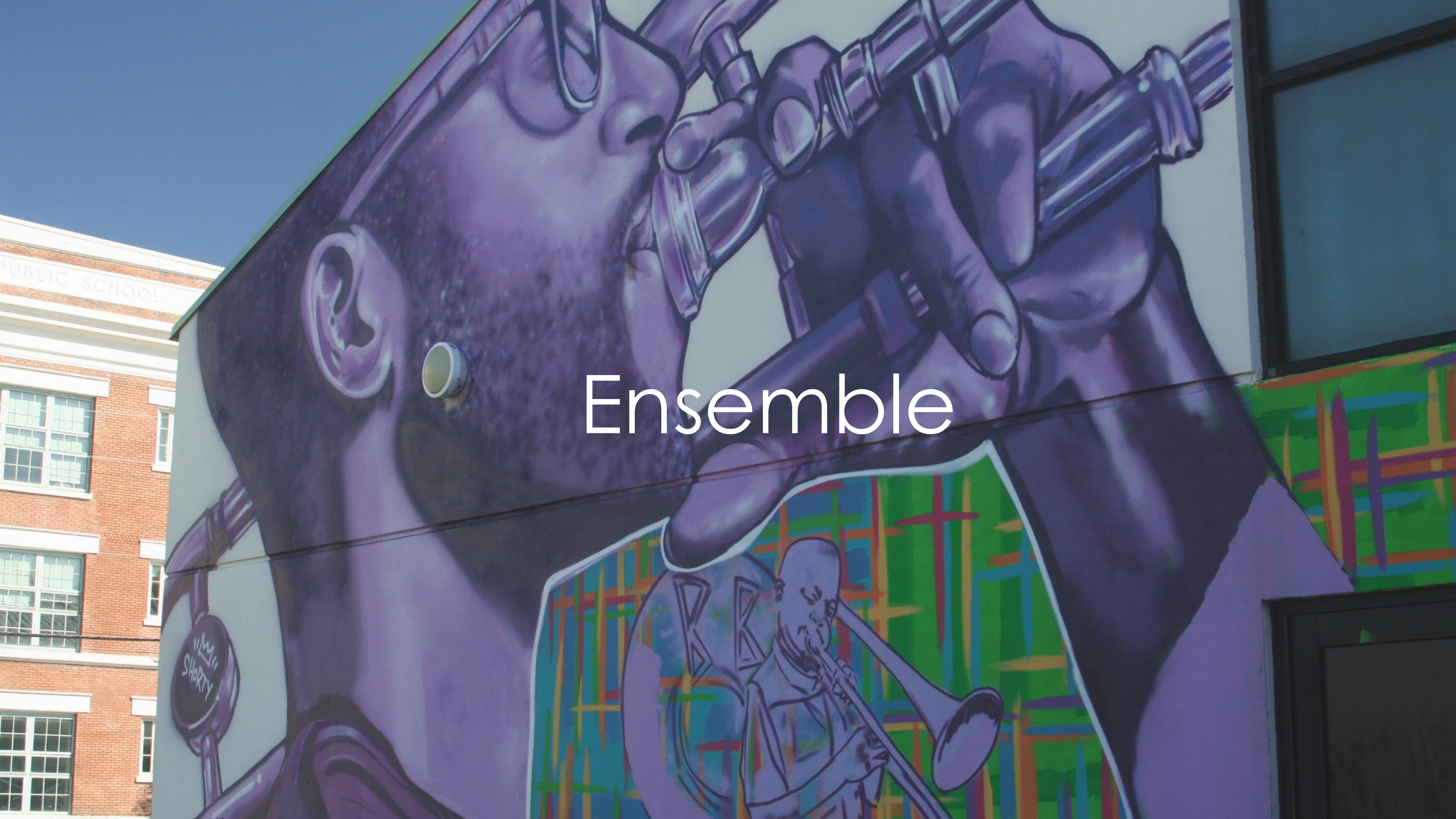
- Share the new creation with your partner - **connection, transformation**



When you consider your own project, in what are ways you are nurturing transformation, connection, curiosity, and agency within the project?

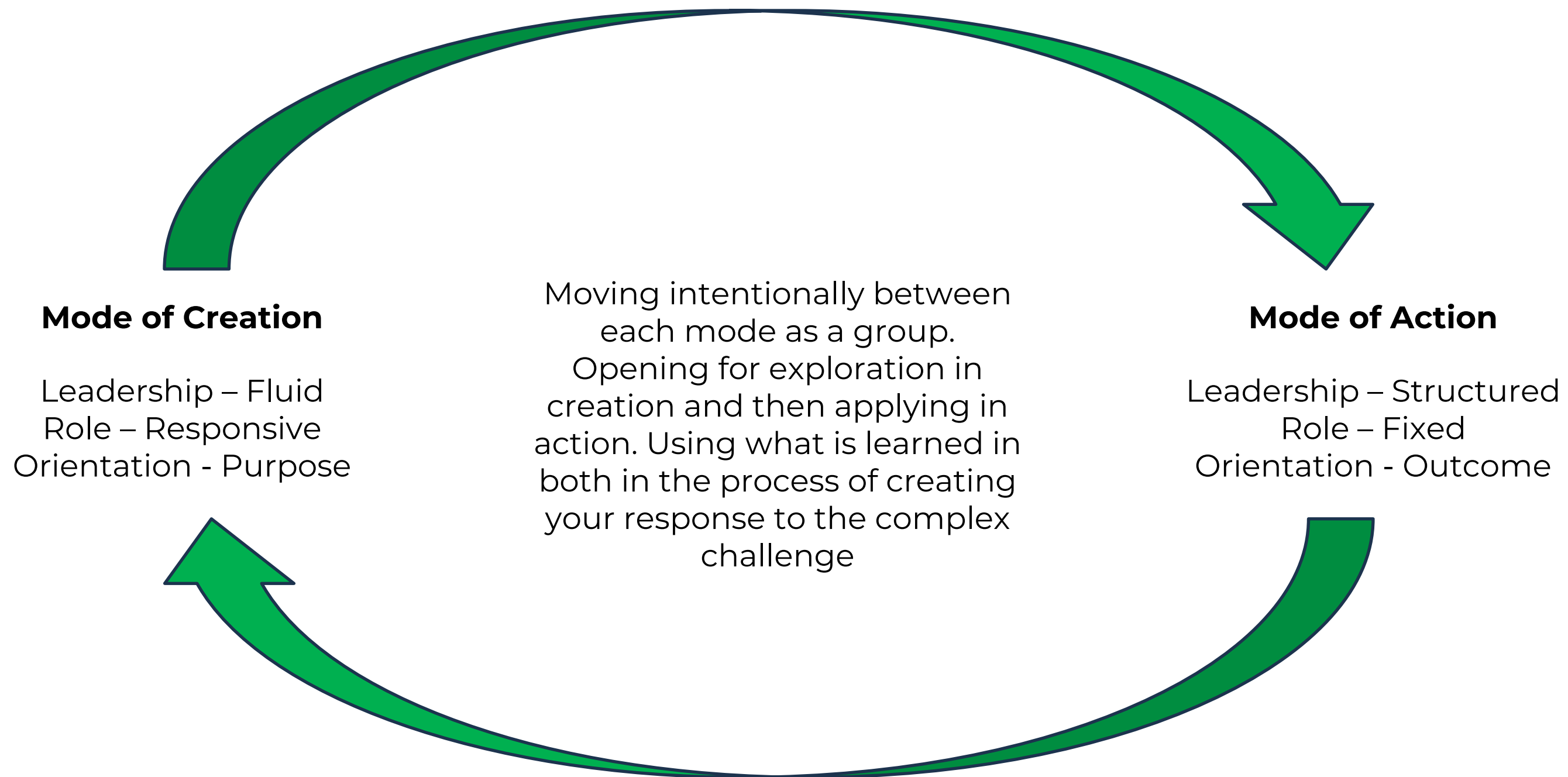


What are obstacles to engaging in the process of creation or nurturing transformation, connection, curiosity, and agency in your projects?



Ensemble

The Ensemble: a model for working as a group through a process of creation



Expand Attention (Re-Zoom Activity)

- People make a conceptual decision early and then search for confirming information
- When people feel that someone has nothing to offer to their conceptual understanding, they dismiss and move on
- My instructions are always interpreted, and those interpretations become true
- The important information is often at the margins (and often overlooked)
- The fruitful insights come when people let go of a previously held belief and begin to entertain different possibilities





Zombie

Rule #1: You cannot touch or impede the movement of the Zombie in any way.

Rule #2: If you get up off your chair (i.e. even if your bottom leaves the seat for a second), you must move and find another chair to sit in.

Rule #3: The chairs cannot be moved from their present position. Imagine that they (the chairs) are fixed to the ground and cannot be moved.

Rule #4: You cannot talk or communicate in any way

Principles and Rules

Rules tell you what action to take.

Principles tell you what to think about as you act.





Principles and Rules

Rules tell individuals and groups what action to take in a situation and are useful when the situation is stable and there is relevant experience to draw on in developing the rules.

- These sorts of situations are characterized as *kind learning environments*, where feedback about actions and their outcome is both plentiful and accurate.

Principles support groups to take individual and collective action when interpreted in context and are useful in situations where complexity is high.

- These sorts of situations are characterized as *wicked learning environments*; where feedback about actions and their outcomes is poor, misleading, or even missing.

Applying Principles

Conditions for cultivating emergence:

- Connection
- Curiosity
- Agency
- Transformation

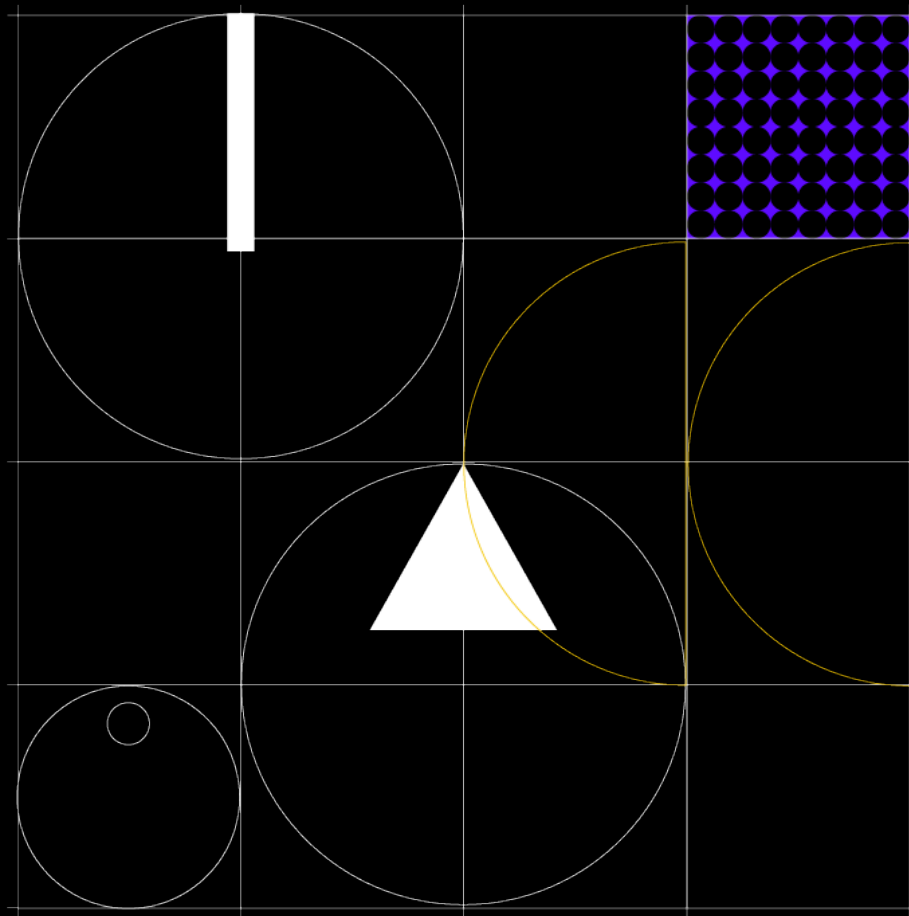
Use these conditions as principles for the way you work when supporting a process of creation for your project.





Outline of the process we have covered in the session

- Be prepared: articulate the level of creativity required and complexity involved before beginning your journey, so you are aware of the length and depth required.
- Empty the “performance box”
- Set the challenge (rather than the solution)
- Go out into the world
- Move through the activities that power the process of creation at all scales.
- Nurture the conditions for emergence as you move through the activities that power the process of creation.
- Act as an Ensemble - move consciously from creation to action as you move through the process of creation.
- Embody principles rather than looking for rules.
- Pay attention to the process (have a guardian)



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