Exploring Leadership: Facilitating Collaborative Conversations
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Our Presenters
Exploring Leadership:
Facilitating Collaborative Conversations

Participants will learn:

• Steps in facilitating collaborative conversations
• How to use images and metaphors for creative dialogue
• Techniques for using CCL Explorer Tools such as Visual Explorer and Leadership Metaphor Explorer
• Techniques for creating artifacts from dialogue in support of enduring outcomes

Chat With Us

• What do you see in the following picture?
• What is obvious and what is surprising?
• What reactions are you having?
• What questions do you have?

Please use your chat box to respond.
Observations

We did not ask the question:
What does this picture *mean* to you?

If this was *your* image (you chose it or it chose you):

• Why?

• What does it mean?

*Please use your chat box to respond.*
Key Insight

Dialogue by **putting something in the middle**

(“mediated dialogue”):

The use of objects, such as visual images, in the middle of conversations on complex and difficult issues, works for all kinds of people—young and old, across languages, in any culture—

**for creating insight and shared understanding**

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## Using Media to Support Dialogue

<table>
<thead>
<tr>
<th>Component</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating a safe and inviting space</td>
<td>“Container” that is psychologically and emotionally safe</td>
</tr>
<tr>
<td>Generative listening</td>
<td>Paying attention not only to the speaker’s words, but also to the meaning underneath the words</td>
</tr>
<tr>
<td>Observing the observers</td>
<td>Paying attention to the thought processes of self and others</td>
</tr>
<tr>
<td>Exploring assumptions</td>
<td>Making one’s own and other’s assumptions explicit and available for reflection and inquiry</td>
</tr>
<tr>
<td>Creating artifacts</td>
<td>Creating records and reminders to sustain the dialogue over time</td>
</tr>
</tbody>
</table>
Reflection

What next steps are calling you in your life or career right now?

Chat With Us
Choose an image that says or represents something key to those steps. As you study the image, enter the following in your chat box:

1. The number of the image.
3. Any connections you make with the steps in your life or career.
Reflection

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4
Key Insight

Dialogue by *putting something in the middle* (*mediated dialogue*):

The use of objects, such as visual images, in the middle of conversations on complex and difficult issues, works for all kinds of people—young and old, across languages, in any culture— for creating insight and shared understanding.
Reflection

In your organization or community...
When you are doing your best work together...
What does leadership look like?

Chat With Us
1. Choose a card that describes leadership when you are doing your best work together...
2. In your chat box, enter the number of the card you chose and include few notes about why you chose it.
Metaphors and analogies are fundamental modes for thinking and living.

- Not (just) a part of speech
- Like-ness
- Exploring new or complex ideas
- Lakoff & Johnson, Metaphors We Live By
- Hofstadter, Analogy as the Fuel and Fire of Thinking

- Life is a journey
- Time is a river
- Life is a sport
- Social organizations are plants
- Managers are coaches
- Love is war, love is a journey, love is a rose

- Leadership is an art
- Leaders are pilots
- Leaders are generals
- Leaders are parents
- Leadership is a journey

And so on... for every thought we have.
What are leadership metaphors?

“Leadership” is a fantastically diverse category—and getting bigger and broader.

• How to talk about and engage this variety?
• Theories plus metaphors
• Direction, Alignment, Commitment: The DAC Framework
• Anything that produces DAC might be leadership

What are the metaphors and analogies for leadership based on DAC?

• Leaders and leadership
• Coach, guide, tyrant, queen, king, parent, gardener, architect, preacher…
• Squadron, flock, band, mob, gang, team, community, coalition…

Leadership Metaphor Explorer™

• Supportive Teachers
• World-Class Athletes
• Silicon Valley of Innovation
• Self-Catalyzing Renaissance
• And so on …

Changing the Conversation

What behaviors and beliefs will help drive the business strategy?
What behaviors and beliefs will help drive the business strategy?

Leadership Culture as Shared Action Logics

Interdependent

Independent

Dependent
What behaviors and beliefs will help drive the business strategy?

Business Strategy:
- Global
- Adaptive
- Sustainable

Leadership Strategy
- Entrepreneurial
- Heroic

Current capability ceiling

New cultural core capability

Local Routine
- Regimented

What behaviors and beliefs will help drive the business strategy?

<table>
<thead>
<tr>
<th>CTS working</th>
<th>Our relationships NOW</th>
<th>Our relationships for the FUTURE strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Across Clusters</td>
<td><img src="Image1.png" alt="Image" /></td>
<td><img src="Image2.png" alt="Image" /></td>
</tr>
<tr>
<td>with Partner A</td>
<td><img src="Image3.png" alt="Image" /></td>
<td><img src="Image4.png" alt="Image" /></td>
</tr>
<tr>
<td>with Partner B</td>
<td><img src="Image5.png" alt="Image" /></td>
<td><img src="Image6.png" alt="Image" /></td>
</tr>
</tbody>
</table>

Create one chart per small group
Debate and decide one card per each cell
Capture a few key words for each
TAPE cards to chart
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Contact Tracy Dobbins at [dobbins@ccl.org](mailto:dobbins@ccl.org) with any questions about the series.