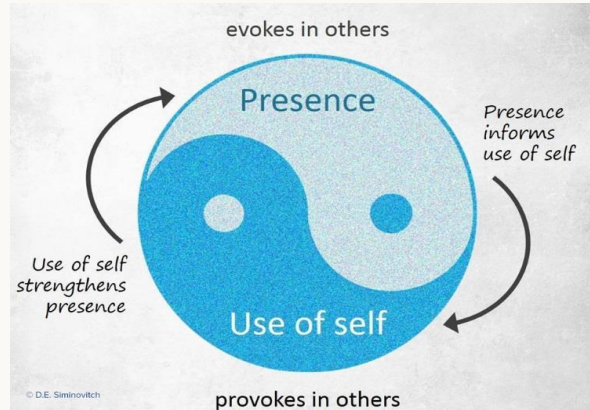


Flourishing at All Levels of the System



Douglas O'Loughlin, PhD
Principal, The Dao of Thriving
Associate Consultant, Civil Service College
4 November 2024



Aspirations of our Adventure

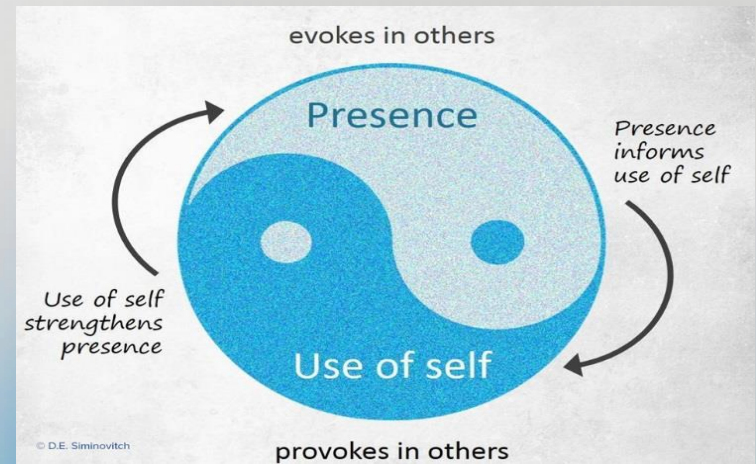
Explore two powerful ideas for impacting organisations

Strengthen Self-Awareness and Self-Work practices

Expand Capacity and Capability to Serve People and Systems

Learn and connect with others

Find Ways to Amplify Ideas



What is Flourishing?

“a state where people experience positive emotions, positive psychological functioning and positive social functioning, most of the time, living within an optimal range of human functioning.”

- Seligman, Keyes, Frederickson



What is Simpler Version of Flourishing?

To continue to become
better versions of
ourselves.



“

Use of self is the conscious use of one's whole being in the intentional execution of one's own role for effectiveness in whatever the current situation is presenting.



Dave Jamieson

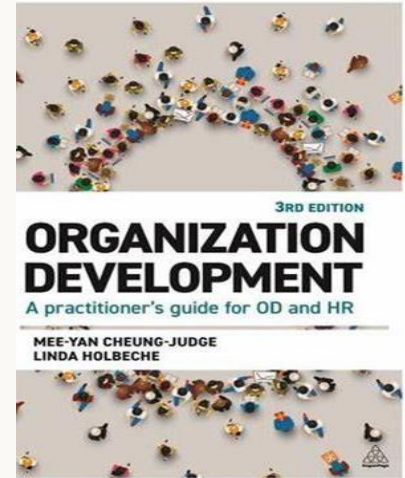
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Developing Use of Self

The more I, as an intervener/change leader learn about self, the more effective is myself as an instrument of change

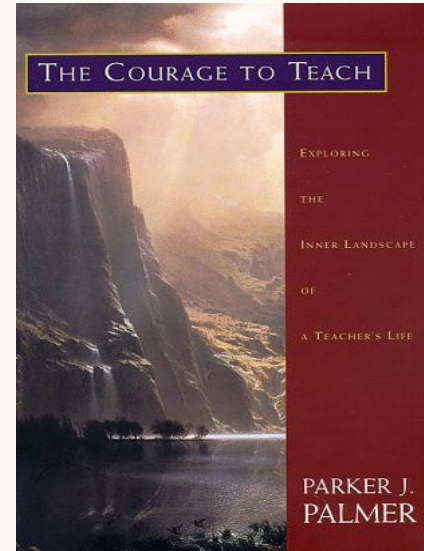
The more I seek to use myself as an instrument of change, the greater is my responsibility to develop self

~ Dr. Mee-Yan Cheung-Judge



Who are YOU that does what you do?

1. What do you teach?
 2. Why do you teach?
 3. Who are you that teaches?
- Parker Palmer



slido



**Who are YOU that
does what you do?**



Enjoy the Buffet....
Sample All the Ideas, Choose what
You Find Nutritious and Delicious

Flourishing At All Levels of the System



1st Person

Use of Self,
who you are influences your
impact on others

2nd Person

Working with others, quality of
connections and conversations,
decisions, plans, etc

3rd Person

Larger System,
Require Systems Thinking,
Policy levers, etc.

Make a **To-Be** List, along with your to-do list (for each day and each meeting/interaction)

1st Person

Practical Idea #1

BEingness Examples:

- Intentional
- Assertive
- Grateful
- Mindful
- Curious
- Idea generator
- Practical
- A spreader of joy
- Thoughtful
- A good listener
- Supportive
- Authentic



Principle: The success of an intervention depends on the interior condition of the intervenor. – Bill O'Brien

Make Time for Reflection / Journaling / Meditation

1st Person

Practical Idea #2

Sample Reflection/Journaling Questions:

1. What did I do well?
2. What did I learn?
3. What can I do differently next time?

What are 3 things from the day I am grateful for? (good if they change everyday 😊)

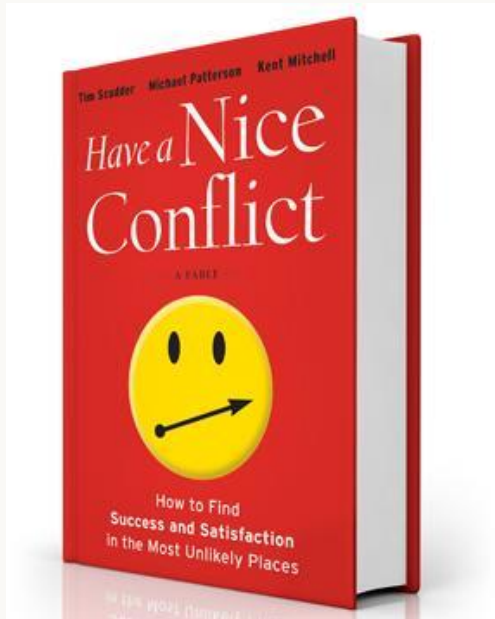


Principle: Follow action with quiet reflection. From quiet reflection will come even more effective action. – James Levin

Be Comfortable with Conflict

1st Person

Practical Idea #3



"PEACE IS
NOT THE
ABSENCE OF
CONFLICT,
BUT THE
ABILITY TO
COPE WITH
IT"
~ The Fresh Quotes ~

Principle: Dealing with disagreements in a healthy way is a key success factor for any relationship/team.

Be Comfortable with People with Position Power: Treat Senior Leaders as Neighbours

1st Person

Practical Idea #4

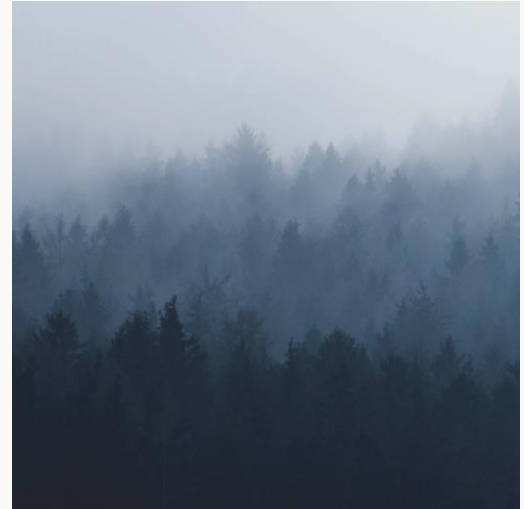


Principle: Know that there are many Types of Power, including Purpose/Institutional Power

Remember that Judgements are like H2O

1st Person

Practical Idea #5



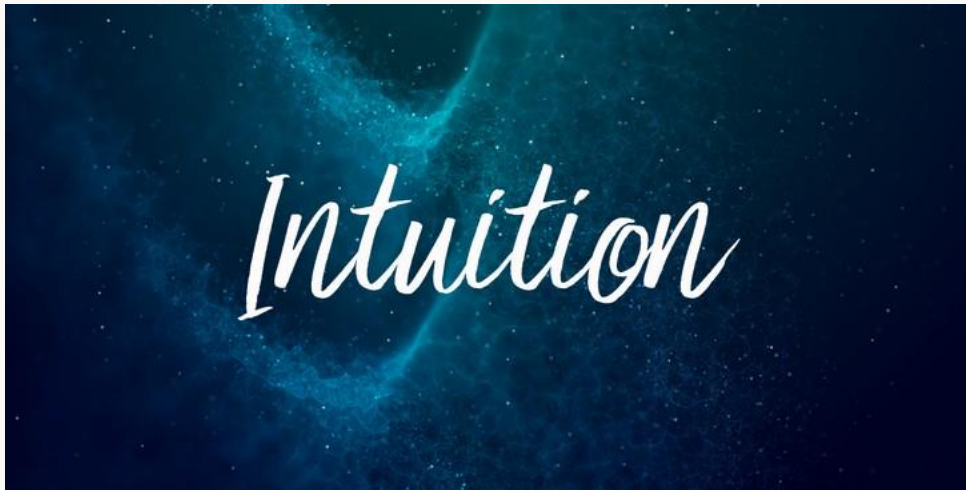
Principle: Do not judge. Assess. – Naide Obiang

Pay Attention to Intuition and Feelings

(to build your capability for responding “in the moment”)

1st Person

Practical Idea #6



Principle: Feelings (an Intuition) are data, not direction. – Susan David

Pair Reflections

Share with each other your curiosities about the practices, and which ones you already do and which can be enhanced.

1st Person

1. Make a TO-BE list
2. Make Time for Reflection
3. Be Comfortable with Conflict
4. Be Comfortable with People with Position Power
5. Remember that Judgements are like H2O
6. Pay Attention to Intuition and Feelings



Which of the practices are helpful for you? (check all that apply)



Flourishing At All Levels of the System



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Ask Generative Questions

2nd Person

Practical Idea #7

What it sounds like:

- What do we want to achieve?
- What is our picture of success?
- What are your Aspirations?
- Where are we doing this well?



Principle: Questions are Fateful - . Godwin Hiatshtwayo

Address Power Dynamics

2nd Person

Practical Idea #8

1. Create Space for People to Speak
2. Be aware of who does the talking
3. Notice how Decisions are made
(remember “treat senior leaders as neighbours”)



Principle: True strength lies in the ability to navigate group dynamics.

Name the Elephant(s) in the Room

2nd Person

Practical Idea #9

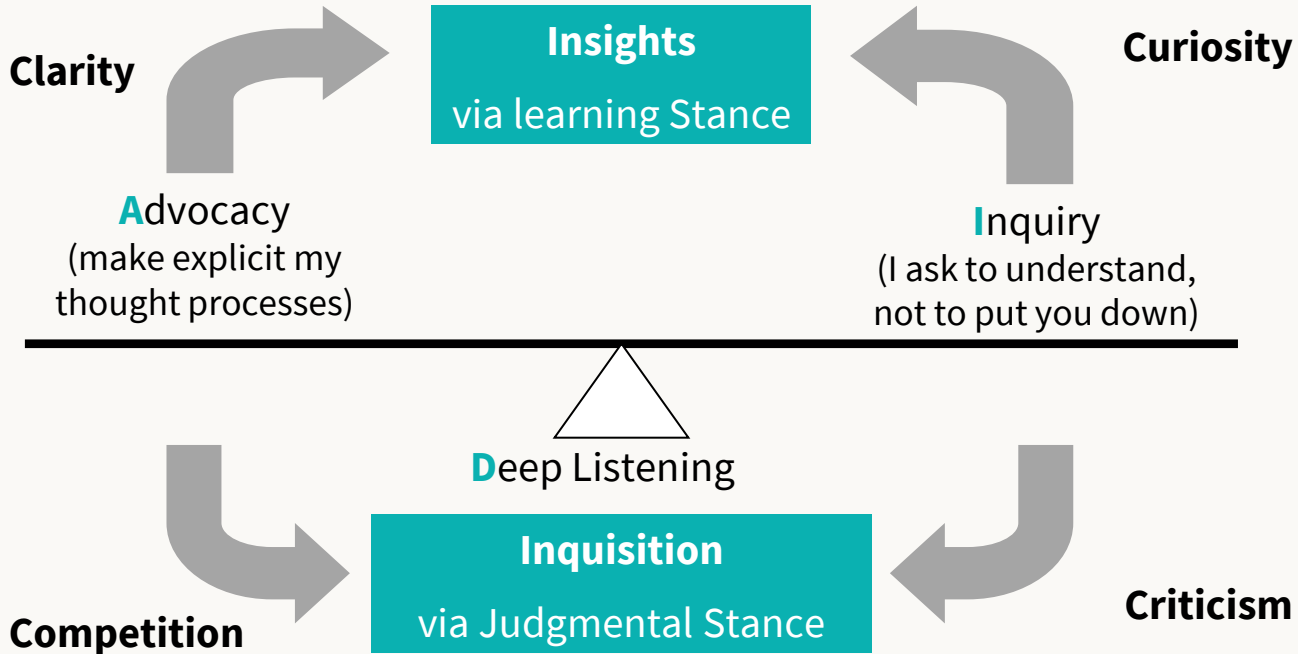


Principle: Don't ignore the elephant(s) in the room, it's rude, be sure they get introduced.

Pay Attention to HOW We Interact

2nd Person

Practical Idea #10



From the work of Chris Argyris and Peter Senge

Principle: Transformation comes more from pursuing profound questions than seeking practical answers. – Peter Block

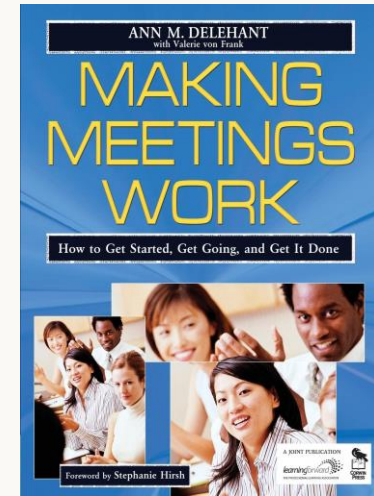
Support Meetings That Work

2nd Person

Practical Idea #11

Do things like:

- Start with a few Deep Breaths
- Rotate the Chairperson of the meeting
- Have a Process Consultant at every meeting
- Check-ins like “What outcome would you like to see at this meeting?” and “What will you do to make this meeting effective?” and check-outs like “What is one phrase (or 1-5 scale) to describe how this meeting was you?”
- Practice Idea Meritocracy, which means evaluating an idea independent of the initiator (use technology)
- Use Traffic Light process for Decisions
- Use any processes you think can help meetings be more productive and joyful.



Principle: No action, activity or process is more central to creating a healthy organization than the meeting. – Patrick Lencioni

Pair Reflections

Share with each other your curiosities about the practices, and which ones you already do and which can be enhanced.

2nd Person

7. Ask Generative Questions
8. Address Power Dynamics
9. Name the Elephant(s) in the Room
10. Pay Attention to HOW We Interact
11. Support Meetings That Work



Which of the Practices are helpful for you? (check all that apply)



Ask Generative Questions



Address Power Dynamics



Name the Elephant(s) in the Room



Pay Attention to HOW We Interact



Support Meetings That Work



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Make Peace with the Beast

3rd Person

Practical Idea #12

Help You

Disliking/Resenting the Beast

How does disliking/resenting the Beast help you?

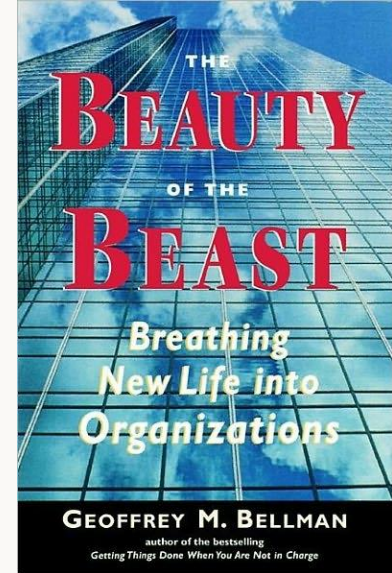
Harm You

How does disliking/resenting the Beast harm you?

Loving the Beast

How does loving the Beast help you?

How does loving the Beast harm you?

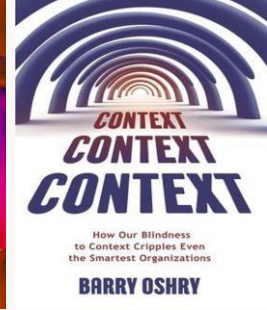
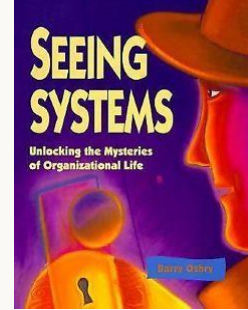
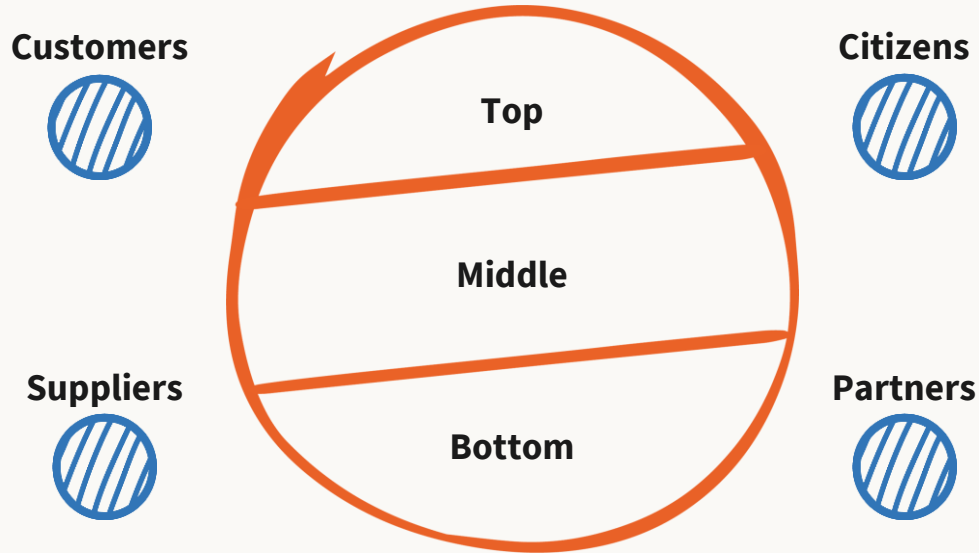


Principle: Accept and Honour the Client System for who and where they are, and walk with them to who and where they want to be

See the System and the Context

3rd Person

Practical Idea #13



Principle: What each of us can do in our multiple roles as Tops, Middles, Bottoms, and Customers is to create a system with outstanding capacity to survive and develop. – **Barry Oshry**

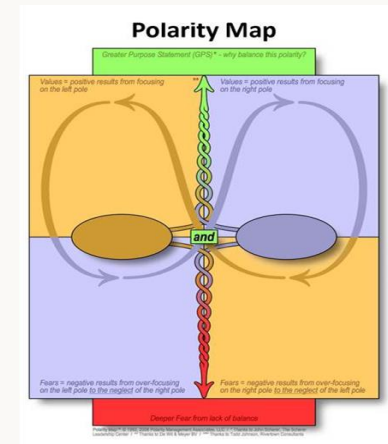
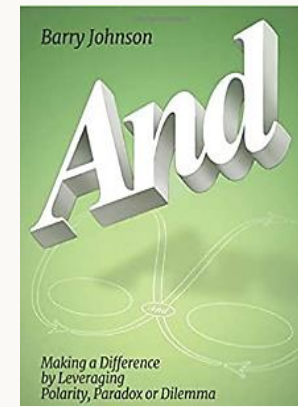
See and Name Polarities

3rd Person

Practical Idea #14

Common Ones to Keep an Eye and Ear Out for:

1. Part AND Whole (at all levels of the system)
2. Stability AND Change
3. Performance AND People
4. Centralisation AND Decentralisation
5. Data Sharing AND Data Privacy
6. Candour AND Diplomacy
7. Challenge AND Support
8. Advocacy AND Inquiry



Principle: If you want to guarantee a change effort will not be sustainable, tie it to one pole of a polarity. If you want a platform on which to build a change effort, build it on a polarity – because it's indestructible. - Barry Johnson

Take an Appreciative Approach

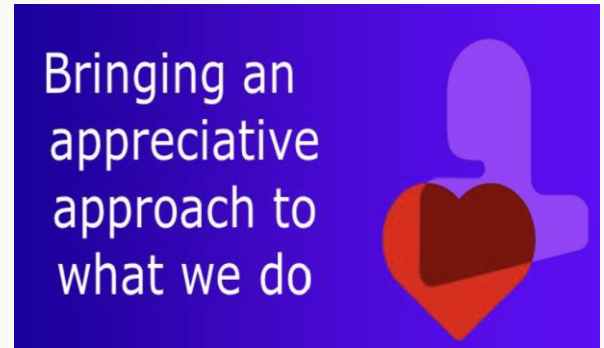
3rd Person

Practical Idea #15

Taking an appreciative approach means to focus on what's working, rather than what's not working.

Possible Set of Questions:

1. Where are we already doing well in this areas?
2. What enabled those successes?
3. How can we create even more success?



Principle: “We need to focus on what’s working instead of what’s not working.” David Cooperrider

Put more “O” in OD

3rd Person

Practical Idea #16

Here are some Expansions to Keep in Mind:

- Leadership as a position can be **Collective Leadership**
- Team Development can be **Teaming**
- Better Meetings can be **A Culture of Meetings That Work**
- Change Management can be **Change as an Organisation Competency and Change Portfolio Management**

Principle: “OD is about building and maintaining the health of the organisation as a total system.” - Ed Schein

Pair Reflections

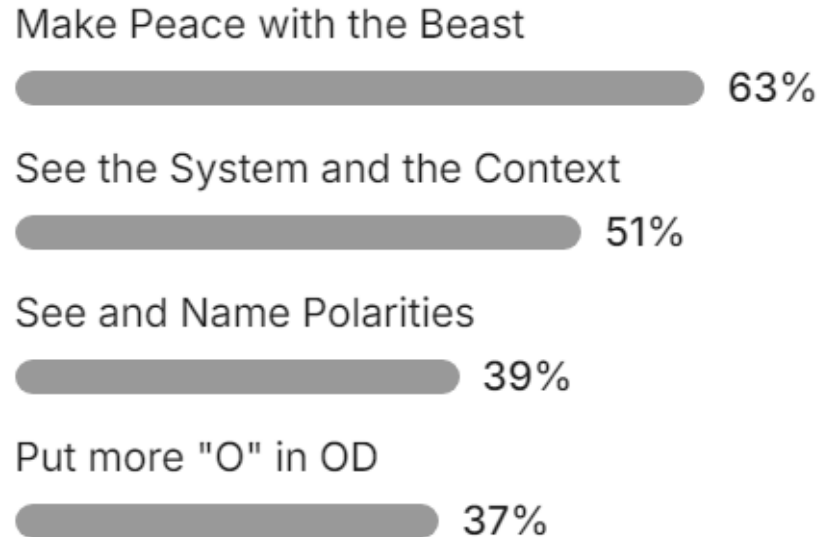
Share with each other your curiosities about the practices, and which ones you already do and which can be enhanced.

3rd Person

12. Make Peace with the Beast
13. See the System and the Context
14. See and Name Polarities
15. Take an Appreciative Approach
16. Put more “O” in OD



Which of the Practices are helpful for you? (check all that apply)



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Hope you found a few goodies at the Buffet, all the best using them and amplifying the practices.

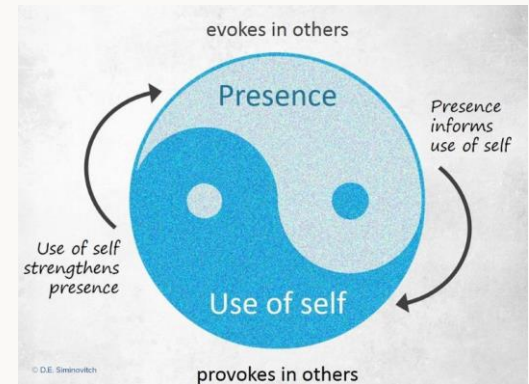
Use of Self as Instrument

“Being an instrument of change is exciting, challenging, scary, fulfilling, engaging, intense, and rewarding.

Through our work we help others, and grow ourselves.

Because it’s through self-insight, feedback, stretching encounters, and humility that we really learn how the instrument works and how it can be developed and used to make beautiful music!”

– *Dave Jamieson*



Insight from the Session

Find a partner and share:

What struck you from the session?

