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This is a brief outline of the six conversations that matter in managing change and a creating a culture of chosen accountability.

The Invitation Conversation-How we are called together to experience our sense of freedom in any gathering? What types of invitations allow people to grant themselves unlimited permission to participate and own the relationships, tasks, and process that lead to success? How can we craft compelling messages that challenge all invited participants to stay? Most leadership initiatives or training are about how we get or "enroll" people to do tasks and feel good about doing things they may not want to do. Our belief is that we should have people "self-enroll" in order to experience their freedom of choice and commitment. How we invite people to join us in our work and mission is critical to how far they own and commit to the ultimate success of that mission.

The Ownership Conversation is one that focuses on whose place/task is this? Why do I have to commit to this call or mission? What is in it for me? The conversation explores the sense of ownership that the group can create together by having conversations that really matter individually and collectively. For example, someone might say-"it doesn't matter to me--whatever you want to do?" But this, many times, is just a polite way of avoiding a difficult conversation around ownership. We believe the ownership conversation is a critical cornerstone for the success of any strategy implementation. People best own that which they help create. So how do we make co-creation the bedrock of co-ownership? What is it that matters most for people to individually and collectively own the strategic direction in an organization? And what factors help ownership become real and fundamental in the full cycle of human experience, business development, or strategy implementation?

The Possibility Conversation is one that focuses on what we want our future to be as opposed to problem solving the past. This is based on an understanding that living systems are really propelled to the force of the future. Proper invitation creates widespread ownership, which in turn facilitates greater real opportunities and alternative solutions to any problem. The possibility conversation is a liberating experience that frees people to innovate, challenge the status quo, and create new futures that make a difference. In new work environments this conversation has the ability for breaking new ground and in understanding the prevailing culture. It confronts people with the freedom of choice and creation, change and commitment.

The Refusal Conversation is allowing people the space to say "no". If we cannot say "no" then our "yes" has no meaning. People have a chance to express their doubts and reservations, as a way of clarifying their roles, needs, and yearnings within the vision and mission being presented. We believe that the march to commitment begins with doubt, and "no" is a symbolic expression of people finding their space and role in the strategy. It is when we fully understand what people do not want that we can fully design what they want. Refusal is the foundation for loyalty and commitment.

The Commitment Conversation is about individuals making promises to the success of the whole organization. It is centered around two questions: What promise am I willing to make to this enterprise? And, what is the price I am willing to pay for the success of the whole effort? It is a promise for the sake of a larger purpose, not for the sake of personal return.



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The Sixth Conversation is Around Gifts. What are the gifts and assets we bring to the enterprise? Rather than focus on our deficiencies and weaknesses, which will most likely not go away, let us build on the gifts we bring and capitalize on those. Instead of problematizing people and work, the conversation is around searching for the mystery that brings the highest achievement and success in work organizations. Here people search for the "essential core" that has the potential to make the difference and change lives for good.

This is a brief and rather basic outline of the conversations that individuals need to have in organizations to create a culture of accountability and commitment. It is founded on a sincere belief that all change and transformation is linguistic in nature. That focusing on people's potential, and their best nature is much better than solving problems of the past or people's deficits. And that by having these conversations, we can create a community that helps organizations succeed beyond average performance.