

CONSCIOUS BUSINESS EDUCATION



**CONSCIOUS
BUSINESS**
EDUCATION



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Conscious Organisations

Seminar 1, Module 1: Introduction to Conscious Organisations



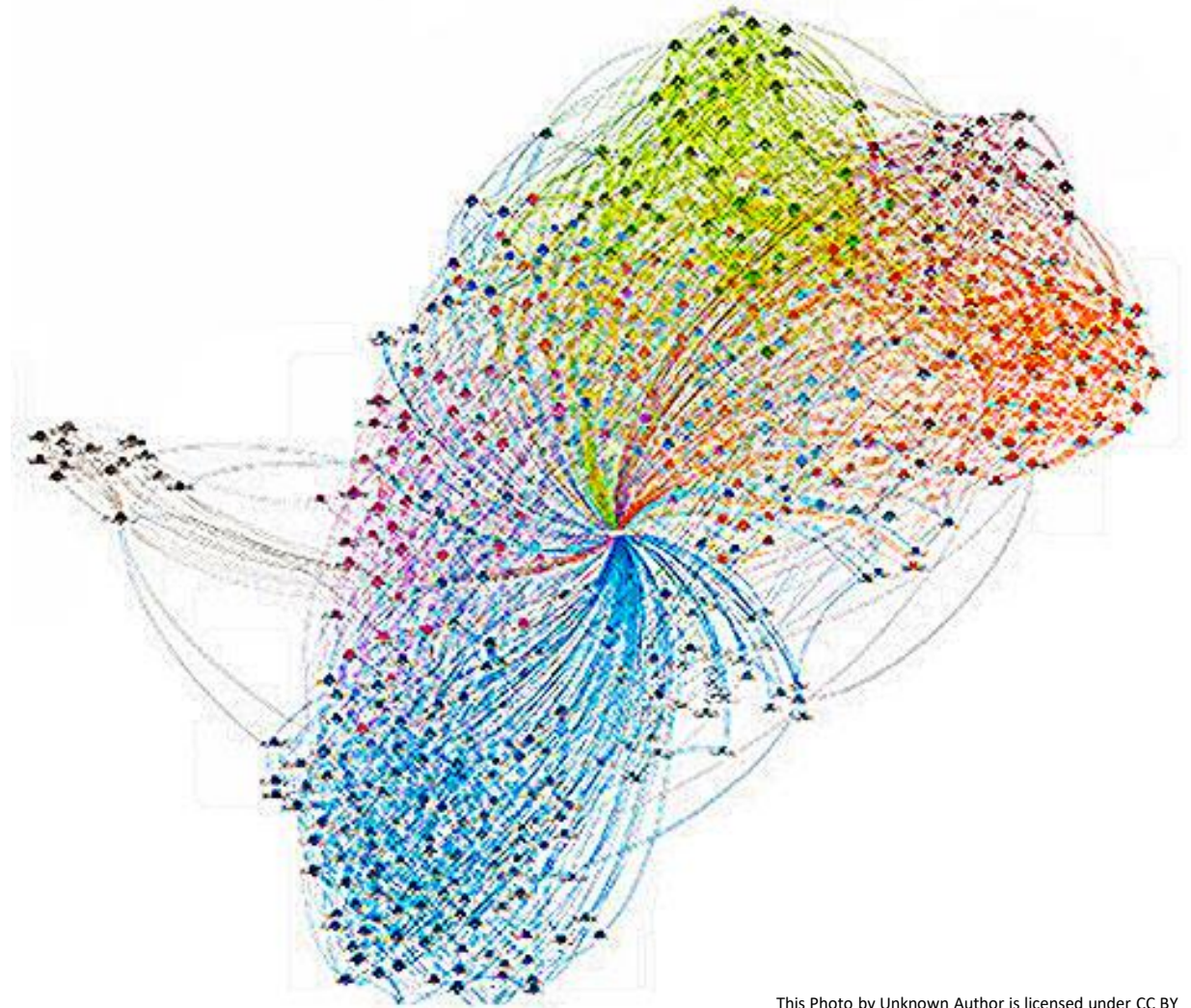
Centering Moment of Mindfulness

Photo credit: Dorianne Cotter-Lockard

Conscious Organisations

“We human beings did not stop evolving when we became *Homo Sapiens*; our evolution continued but became more culturally and internally driven. The changes are most manifest in an increase of different types of intelligence and a rise of consciousness.”

Mackey & Sisodia (2014). *Conscious capitalism: Liberating the heroic spirit of business* (p. 26).



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Conscious Organisations Modules

- 1 Introduction to Conscious Organisations
- 2 Qualities and Values of Conscious Cultures
- 3 Conscious Leadership & Management
- 4 Organisations as Living Systems

Conscious Organisations

Agenda Seminar 1, Module 1:

Conscious Organisations & Conscious Culture



- Set Ground Rules for Respectful Class Participation
- Introduce Concepts: Consciousness & Conscious Business
- Four Tenets of Conscious Business
- Introduce Concepts: Culture & Conscious Culture
- Workshop: Developing a Shared Purpose

Setting Ground Rules for Respectful Class Participation

- Confidentiality – we keep confidential the sharing of others in the class.
- Attention – we bring our whole self to the time together in class. Tablets with a pen can be used for notes. Other electronic devices are not permitted as they inevitably distract and do not allow for an inner journey.
- Authenticity – we bring our whole selves to this class

What else will ensure a respectful, safe environment for learning and sharing?

Consciousness

What does it mean to be conscious?

To be conscious means to be aware of our inner and outer worlds, to be fully awake.

It includes self-reflection on one's own beliefs, emotions, motives, values, goals and impact.

Consciousness also includes the capacity for abstraction which allows humans to manage complexity.



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Key Source:

Kofman, F. (2008). *Conscious business: How to build value through values* (Vol. 1). ReadHowYouWant. Com.

Consciousness

Activity:

In small groups, answer the following questions to share with the larger group.

How does this definition of consciousness align with your idea of what it means to be conscious?

What are some of the indicators that human consciousness is evolving and rising around the world?

- *To be conscious means to be aware of our inner and outer worlds, to be fully awake.*
- *It includes self-reflection on one's own beliefs, emotions, motives, values, goals and impact.*
- *Consciousness also includes the capacity for abstraction which allows humans to manage complexity.*

Definition of Conscious Business

In the context of "conscious business," being conscious generally refers to an approach to business that takes into consideration the direct and indirect impacts of business practices on all stakeholders, including employees, customers, the environment, and society at large.

Being conscious in the context of conscious business also involves cultivating a culture of mindfulness and awareness among employees, promoting collaboration and empathy, and encouraging personal and professional growth and development.

Ultimately, conscious business aims to create a more equitable, resilient and flourishing world by using the power and resources of business to contribute to the greater good.

Key Source:

Kofman, F. (2008). *Conscious business: How to build value through values* (Vol. 1). ReadHowYouWant. Com.

The Four Tenets of Conscious Business

Based on Conscious Capitalism Principles

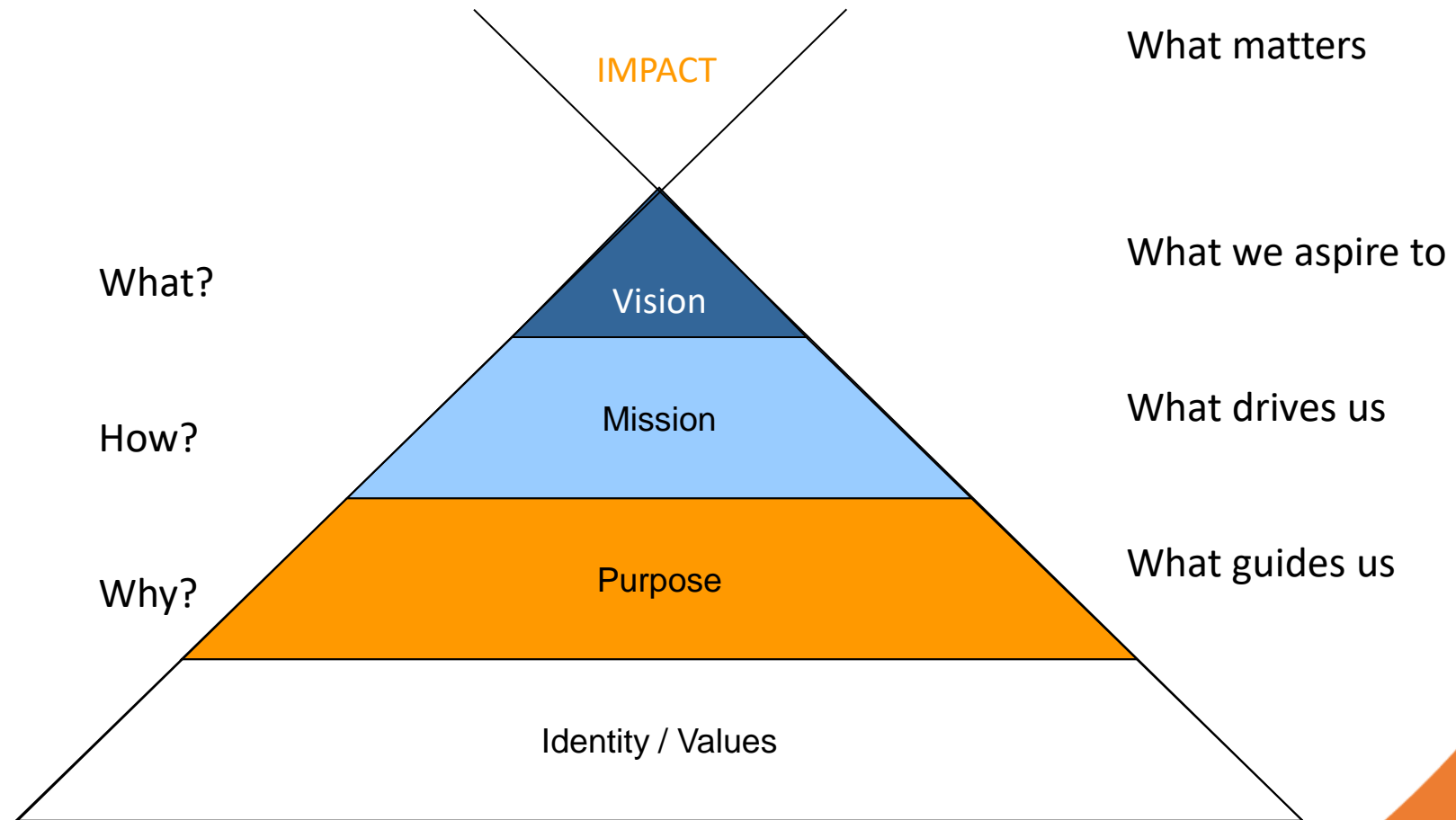
The Four Tenets of Conscious Business



Source: Mackey, Sisodia (2014)

- Interconnected and mutually reinforcing
- Foundational, not tactics or strategies
- Represent the essential elements of an integrated business philosophy that must be understood holistically to be effectively manifested

Higher Purpose, Vision and Mission



Benefits and concerns of Conscious Business

Possible Benefits (selection)

- Enhanced reputation
- Greater employee engagement
- Improved customer loyalty
- Increased innovation and creativity
- Increased resilience due higher openness for innovation
- Consideration of long-term impacts
- Better risk management due to stakeholder orientation (e.g. external shock due to climate change in the long term)
- Enhanced employee well-being

Possible Concerns (selection)

- Implementation challenges
- Lack of clarity due to holistic approach
- Perceived hypocrisy (if done wrong #purposewashing)
- Leadership mindset which assumes decreasing profitability
- Lack of accountability due to missing clear metrics
- Complex stakeholder management
- Resistance to change among stakeholders

Conscious Culture

Conscious Culture

“The culture of a company is the place where people are front and center, where the richness and complexity of human beings resides, where your humanity shines through. As such it is the most powerful part of a business. When it is consciously affirmed, nurtured, and developed over time, it becomes both a true differentiator and the ultimate competitive weapon.” ~Walter Robb, co-CEO, Whole Foods Market

Source: Mackey & Sisodia (2014). Conscious capitalism: Liberating the heroic spirit of business (p. 216).



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Conscious Culture

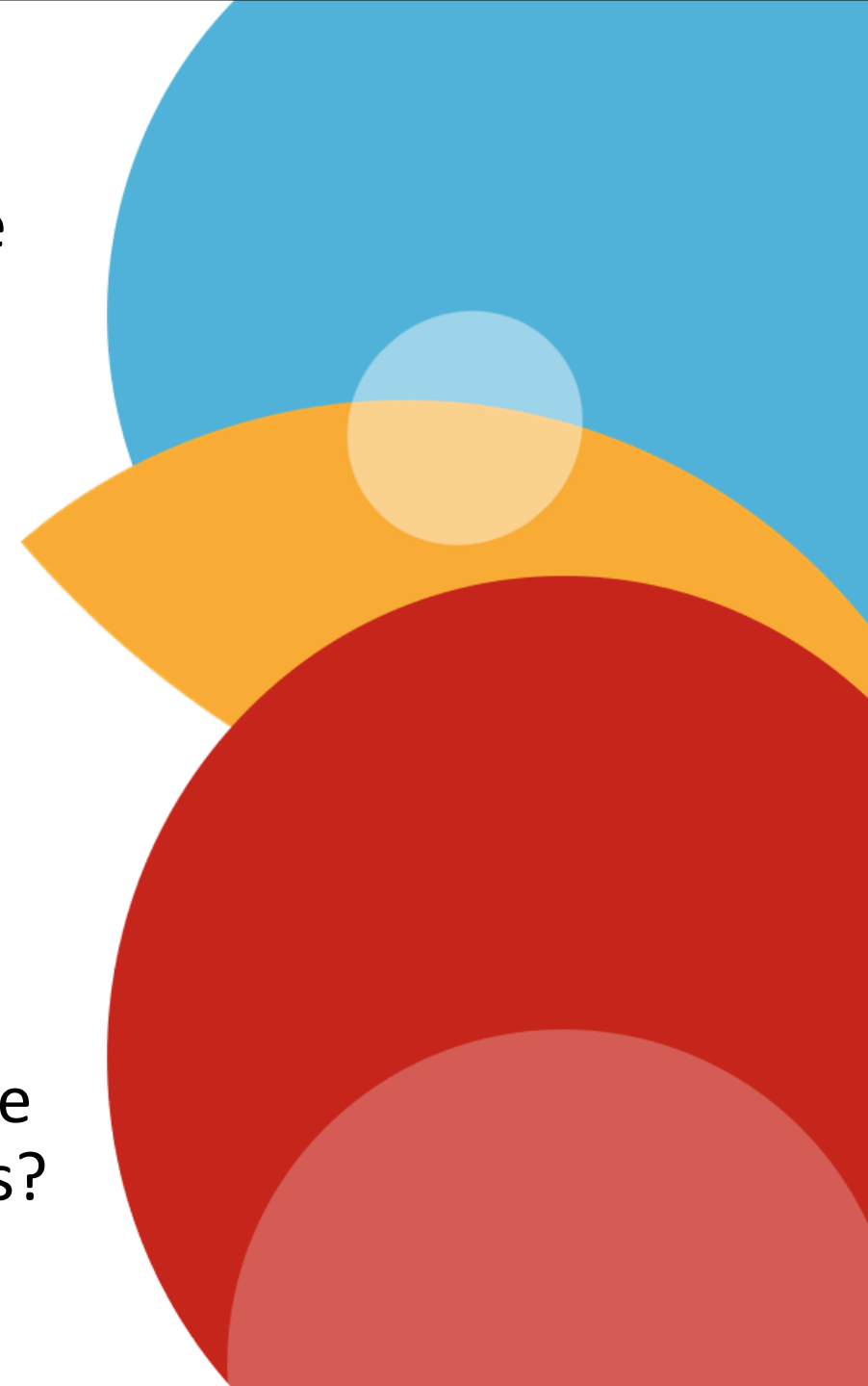
How do we know that a culture is *conscious*? What can we observe?



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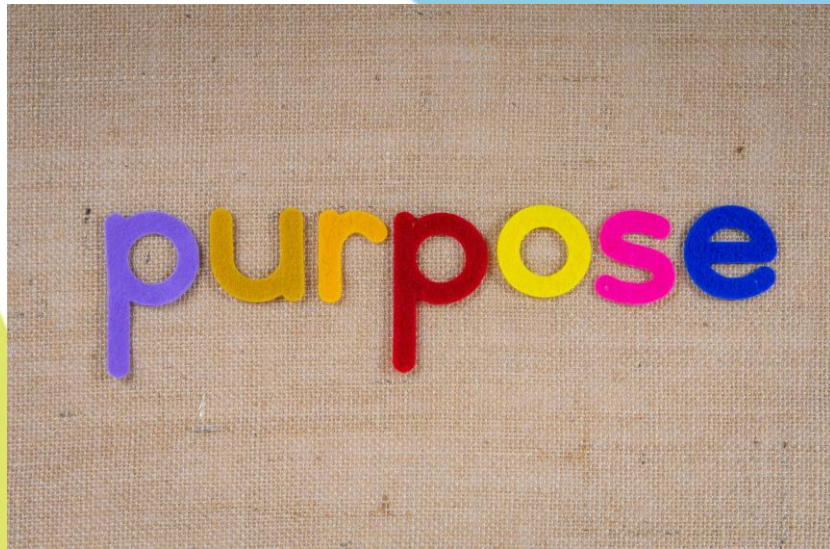
Relating Conscious Culture to the Other Three Tenets of Conscious Business

- Higher purpose
- Stakeholder integration (orientation)
- Conscious leadership
 - How does each tenet relate to conscious culture?
 - Can you have conscious culture without the other three tenets?



Workshop: Developing a Shared Purpose

The class will collectively develop a shared purpose for the duration of this course.



“Purpose refers to the difference you’re trying to make in the world ... A higher purpose gives great energy and relevance to a company and its brand ... Purpose is something we can never take for granted; the moment we do, it starts to be forgotten and soon disappears. It has to be at the forefront of consciousness (and therefore decision making) literally all the time.”

Mackey & Sisodia (2014). Conscious capitalism: Liberating the heroic spirit of business (pp. 47 - 49).



Purpose

Individuals can make a difference in the world, as well as organisations.

Examples of Purpose Statements

Empowering people to stay a step ahead in life and in business. - *ING*

Our ultimate purpose is to inspire and develop children to think creatively, reason systematically and release their potential to shape their own future - experiencing the endless human possibility. - *LEGO*

With great courage, integrity and love – we embrace our responsibility to co-create a world where each of us, our communities and our planet can flourish. All the while, celebrating the sheer love and joy of food. - *Whole Foods*

<http://www.thepurposeprojectinc.com/blog/2018/4/25/22-inspiring-business-purpose-statements>

Individual Purpose

- What would you like to see as a result in yourself from taking this course?
- How are you thinking and behaving differently?
- How do you feel?
- What will you do or create as a result of taking this course?
- How will your friends, family, colleagues, community, and the world benefit?



Individual Purpose

Share with a partner – 5 minutes each

- What would you like to see as a result in yourself from taking this course?
- How are you thinking and behaving differently?
- How do you feel?
- What will you do or create as a result of taking this course?
- How will your friends, family, colleagues, community, and the world benefit?



Developing a Shared Purpose for the Class

- What is the best possible impact participating in this class can have on students and instructors of this course?
- What is the best possible impact participating in this class can have on the community? (Ask for examples)
- What is the best possible impact participating in this class can have on the world? (Ask for examples)
- How would you feel as a result of these positive impacts?



Developing a Shared Purpose for the Class

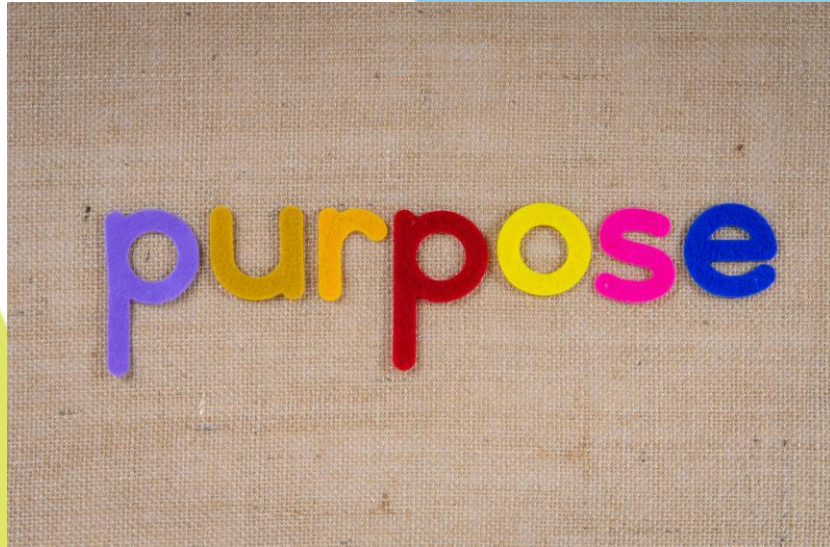
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- What is the best possible impact participating in this class can have on the community? (Ask for examples)
- What is the best possible impact participating in this class can have on the world? (Ask for examples)
- How would you feel as a result of these positive impacts?



Developing a Shared Purpose for the Class

The Shared Purpose of this class is to [impact on students and instructors] so that [impact on the community] and [impact on the world].





*Visualize the complete
fulfillment of our shared
class purpose*

Conscious Organisations

Seminar 2, Module 2: Qualities of Conscious Cultures



Centering Moment of Mindfulness

Photo credit: Dorianne Cotter-Lockard

Class Purpose

Add the class purpose here – revisit each class session



Conscious Organisations

Agenda Seminar 2, Module 2:

Qualities and Values of Conscious Cultures

- Definition of *Culture*
- Qualities of Conscious Cultures
- Activity: Small Group Exploration of the TACTILE qualities of conscious cultures



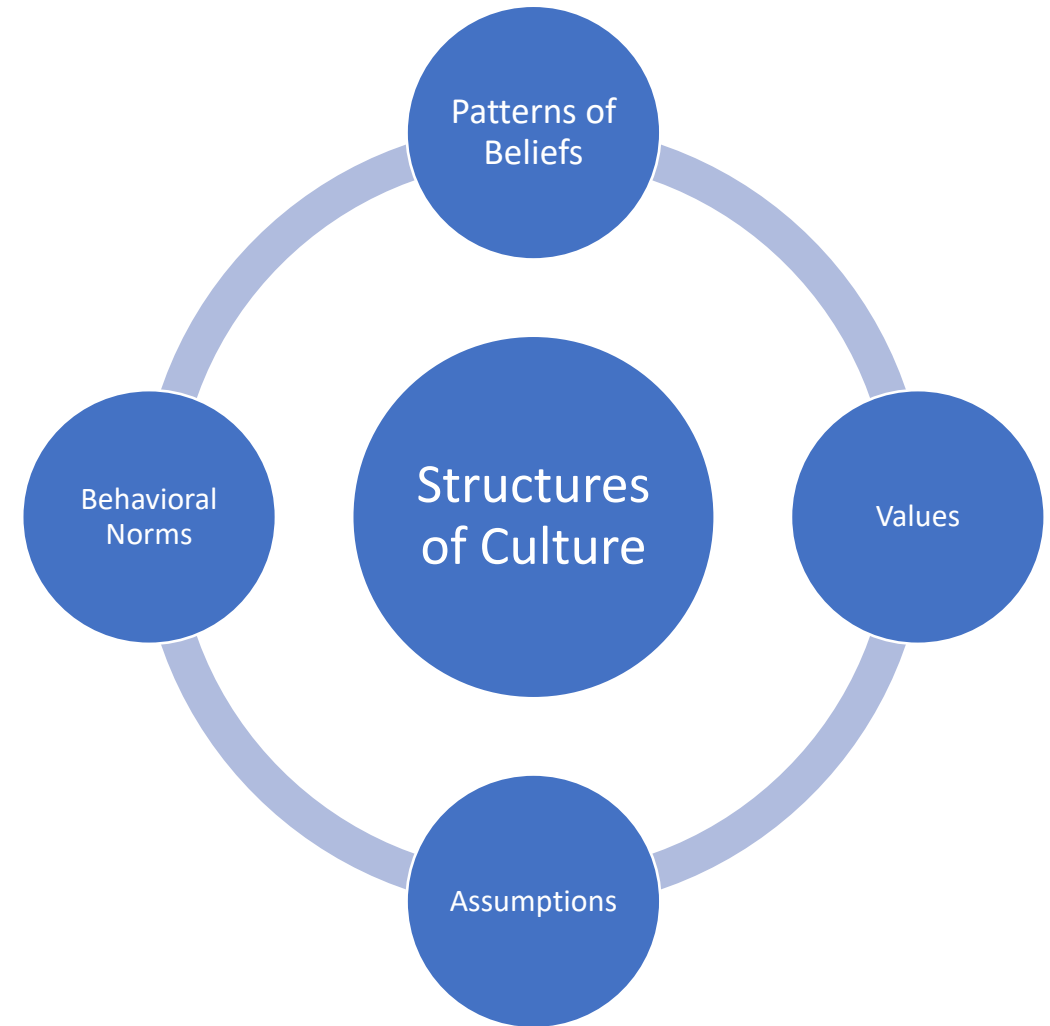
[illegible]

Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). Wiley.

Culture

“This accumulated learning is a pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness” (Schein, 2017, p. 6).

Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). Wiley.





Schein: Levels of Culture

1. Artifacts
2. Espoused beliefs and values
3. Underlying assumptions

Qualities of Conscious Cultures

- Trust
- Accountability
- Caring
- Transparency
- Integrity
- Loyalty
- Egalitarianism



Qualities of Conscious Cultures

Activity:

In small groups, answer the following questions for your assigned quality and be ready to present the answers to the class.

1. Provide a short definition of your assigned quality
2. How do you know this quality exists within an organisation? What are the behaviors you see?
3. Why is this quality important?
4. What is the result of having this quality in an organisational culture?

Homework: Written Assignment

Read the mission statement and values outlined in Scribe Media's "culture bible":

<https://scribemediacom/culture-bible/>.

Answer the following questions:

- What do you notice about the mission (purpose) statement and how it is expressed?
- What do you find compelling about the mission statement?
- How does the next line, "How do we do that?" help you better understand the purpose?
- How does each explanation help you to understand the organisation's values? What are the key components of each explanation?
- What interrelationships do you observe between the various values?
- Which values resonate the most with you (pick 3)? Explain why they resonate with you.



Sharing Team Reflection

Provide a short summary to the class of key learnings from the reflection

– 2 minutes per team

Conscious Organisations

Seminar 3, Module 2: Qualities and Values of Conscious Cultures



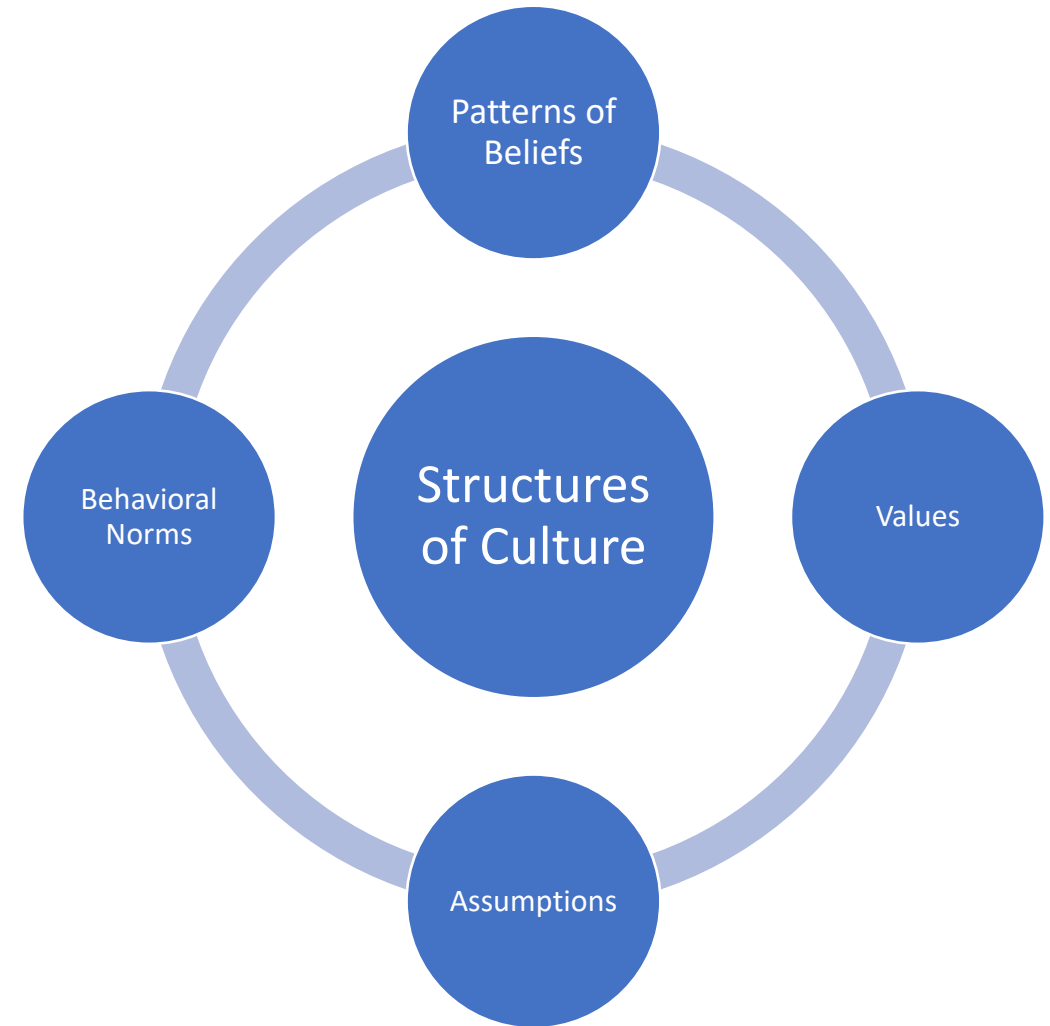
Centering Moment of Mindfulness

Photo credit: Dorianne Cotter-Lockard

Conscious Culture

“The best conceived, purpose-motivated strategy can come to naught if the organization’s culture is incompatible with it or is infused with fear, distrust, and hostility.”

Mackey & Sisodia (2014). *Conscious capitalism: Liberating the heroic spirit of business* (p. 217).



Class Purpose

Add the class purpose here – revisit each class session



Conscious Organisations

Agenda Seminar 3, Module 2: Qualities and Values of Conscious Cultures

- Introduce Concepts: VUCA & Self-Managing Teams
- Workshop: Developing Shared Values
- Activity: Team Reflection



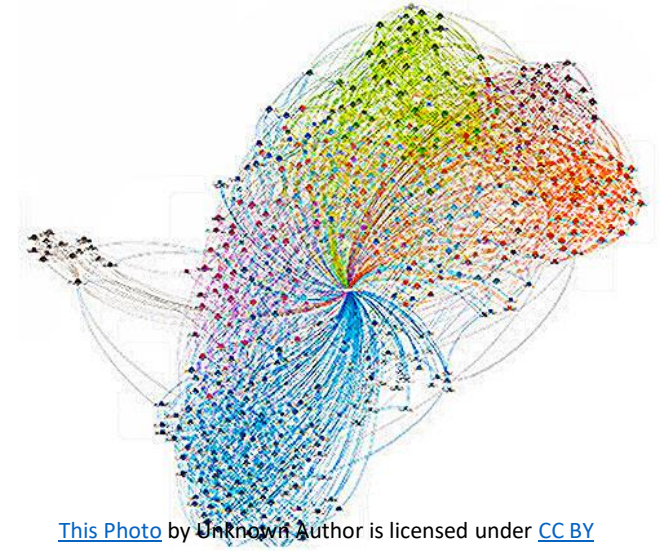
VUCA: Volatile, Uncertain, Complex, Ambiguous



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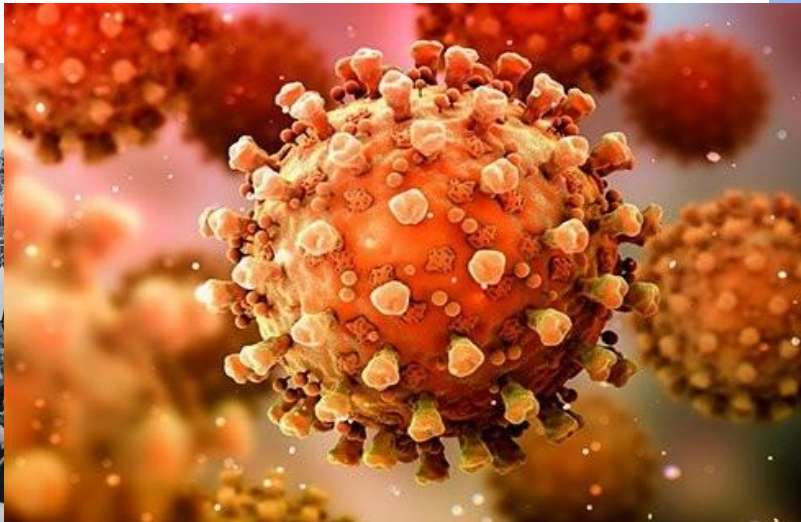
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Self-Managing Teams

- Empowered
- Set own goals
- Responsible for self-management
- Collaborate
- Choose own working methods
- Review own performance



Workshop: Developing Shared Values

Each self-managing team will develop a set of shared values which align with the shared purpose of this class.

Shared Values

“The purpose of establishing a set of values is to create a code of behavior that builds a cohesive culture and supports the vision and mission. The values provide a framework within which every member of the organization can operate with responsible freedom. When individuals fully embrace the organization’s values, everyone becomes mutually accountable. Values that are shared build trust and create community. They also create cohesion and unity.”

Richard Barrett: *Liberating the Corporate Soul – Building a Visionary Organization and Building a Values Driven Organization – A Whole System Approach*



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Activity: Defining Shared Values

Nominate a person to be the facilitator for this process.

Nominate a person to be the “scribe” who will write the results of the process in table form on a white-board or in a spreadsheet.

Brainstorm a short list of 5-7 values. If you have more than 7, ask each team member to rate each value on a scale of 1-5, where 1 is not important and 5 is most important. Total up the ratings for each value. The 5 values which have the highest totals are selected for the team.

Process for Defining Shared Core Values:

1. Definition - What does this value mean for us?
2. Describe why this is our core value. This is the underlying reason for discerning that this is one of the core values of the team or organization. Take time to fully explore this question. Talk through scenarios and apply the core value in each scenario as part of the exploration.
3. What must this team or organization do specifically to demonstrate this value?
4. What individual behavior demonstrates this value? How would this value be reflected in the way individuals relate to each other?

(Be prepared to report back to the class the value and definitions – nominate a person to report back – 2 minutes)

Shared Values

1. Definition - What does this value mean for us?
2. Describe why this is our core value. This is the underlying reason for discerning that this is one of the core values of the team or organization.
3. What must this team or organization do specifically to demonstrate this value?
4. What individual behavior demonstrates this value? How would this value be reflected in the way individuals relate to each other?

Core Value	Rationale (Why)	Organizational Actions	Individual Behaviors
Value	Why is this one of our core values? What is the rationale?	What must we do as a team or community do to demonstrate this value?	What individual behavior demonstrates this value? How would this value be reflected in the way individuals relate to each other?
Respectful Communication			
Definition: <i>To be free to speak honestly AND be heard without judgment & with receptivity, to be mindful & respectful of ALL</i>	<ul style="list-style-type: none"> • To understand each other more deeply. • A way to demonstrate compassion. • To allow authentic freedom of expression. • To help people get their needs met. • To express love. • Provide the safety to be real. • Respectful communication is an avenue for forgiveness. 	<ul style="list-style-type: none"> • Create opportunities for empowerment. • Encourage people to express ideas, emotions, and perspectives. • Model acceptance and respect. • Provide platforms and structures to support respectful communication. • Provide opportunities to learn. • Continue the Appreciative Inquiry process 	<ul style="list-style-type: none"> • Be open to new ideas, express curiosity • Participate actively in dialog and communication processes. • Practice active listening. • Be non-judgmental. • Practice acceptance, honor and respect in all relationships • Be receptive to each person's ideas, emotions, and perspectives. • Practice generosity.

Shared Values

Present each value and its associated definition (not the rationale, actions or behaviors)

2 minutes per team

Core Value	Rationale (Why)	Organizational Actions	Individual Behaviors
Value	Why is this one of our core values? What is the rationale?	What must we do as a team or community do to demonstrate this value?	What individual behavior demonstrates this value? How would this value be reflected in the way individuals relate to each other?
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Activity: Team Reflection

Return to your self-managing team to reflect on the shared values process:

- What did you learn about working together in this process?
- What aspects of this process were easy?
- What aspects of this process were challenging?
- What did you learn about yourself as a member of a self-managing team?
- What are the strengths of your team?
- What is one thing you would do differently next time working together?

(Be prepared to report back to the class a short summary – 2 minutes – of key learnings from the reflection)

Conscious Organisations

Seminar 4, Module 3: Conscious Leadership & Management



Centering Moment of Mindfulness

Photo credit: Dorianne Cotter-Lockard

Conscious Leadership & Management

“The role of management in a conscious business ... managers must create, sustain, and strengthen the conditions whereby team members operate primarily from intrinsic motivation.”

Mackey & Sisodia (2014, p. 236). *Conscious capitalism: Liberating the heroic spirit of business.*



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Class Purpose

Add the class purpose here – revisit each class session



Conscious Organisations

Agenda Seminar 4, Module 3: Conscious Management



- Workshop: Worldviews - Seeing Through Our Cultural Lenses
- Activity: Mind-mapping an SDG (UN Sustainable Development Goal)
- Group Reflection in Self-Managing Teams

Workshop: Seeing Through Our Cultural Lenses

Participants will learn what goes into a worldview, then reflect on their individual cultural lenses.

Workshop: Worldviews – seeing through our cultural lenses



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"You never really understand a person until you consider things from his point of view ... until you climb into his skin and walk around in it."

~ Atticus Finch, in *To Kill a Mockingbird* by Harper Lee

What do you
see?



(From openclipart.org)

What
Influences
one's
worldview?



What Influences one's worldview?

Religious Belief System

**Psychology/
Personality**

Physiology

**Cultures: family, ethnic,
nationality,
organizational**

Historical Context

Life Events

**Socio-economic
experiences**



Image by [Gerd Altmann](#) from [Pixabay](#)

**Identity: gender, race,
ethnicity, sexual orientation**

What Influences one's worldview?

Cultures: family, ethnic,
nationality,
organizational



Culture:

Conscious/Objective Culture – Experienced through the five senses: from our music, art, TV, movies, architecture, jewelry, clothing, books, food, family traditions

Image by [Gerd Altmann](#) from [Pixabay](#)

Unconscious/Implicit Culture Beliefs – Unseen and mostly unspoken: Values, Beliefs, Patterns of Behavior, Group and Organization Norms

Self-awareness exercise

Write down the answers to these questions

- What country or countries did I grow up in, and what languages do I speak fluently? How has this affected the way I see the world?
- What is my historical context? What local or world events have I lived through, and how have they affected the way I see the world?
- What other aspects of my life, such as gender identity, sexual orientation, religion, race, and ethnic identity affect the way I see the world?



Photo by [Laurenz Kleinheider](#) on [Unsplash](#)

How does
each person's
worldview
affect an
organisation's
culture?



Activity: Exploring an SDG

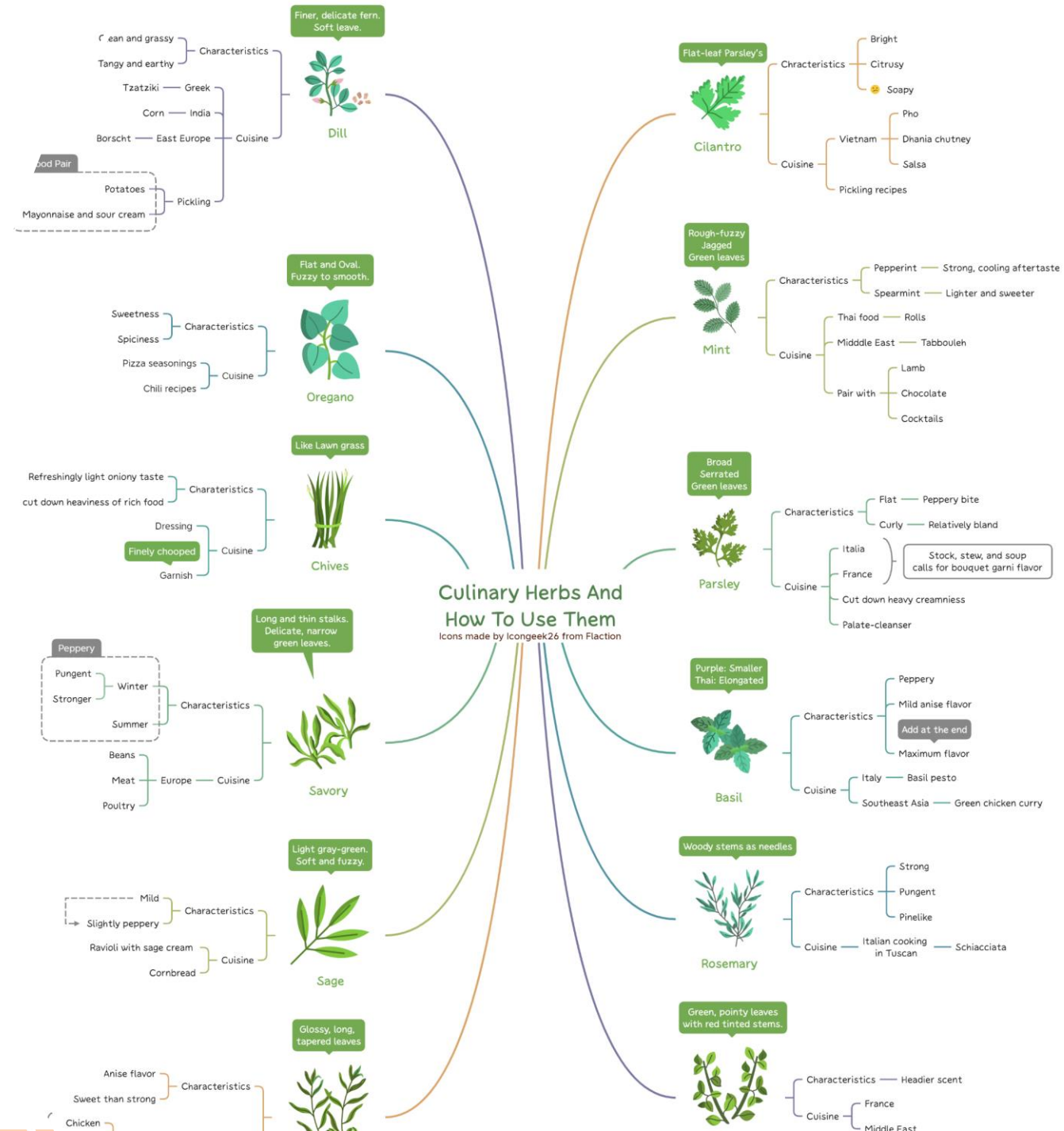
Each self-managing team will use the mind-mapping technique to explore one of the SDG's. The results from the workshop will feed into the final group project.

Mindmapping

“A mind map is a graphical way to represent ideas and concepts. It is a visual thinking tool that helps structuring information, helping you to better analyze, comprehend, synthesize, recall and generate new ideas. ... In a mind map, as opposed to traditional note taking or a linear text, information is structured in a way that resembles much more closely how your brain actually works.”

~ Luciano Passuello

Passuello, L. (n.d.). *What is Mindmapping*. [Blog]. LiteMind. <https://litemind.com/what-is-mind-mapping/>



SUSTAINABLE DEVELOPMENT GOALS



ACTIVITY

Nominate a new team facilitator and a new scribe for this process (in other words, rotate roles).

Start with re-presencing your team values. Each person on the team shares one value that is important to them as you work together today.

Choose one of the SDGs to work on for your final group project. Mindmap answers to these questions:

1. Why did you choose this SDG? Why is it important to you?
2. What are some ideas to address this SDG?
3. What organizations are currently doing something to address this SDG?

Nominate a team member to present a 2-minute summary of your brainstorming session to the class.

SUSTAINABLE DEVELOPMENT GOALS



Activity: Team Reflection

Return to your self-managing team to reflect on the mind-mapping process:

- What did you learn about working together in this process?
- What did you learn about yourself as a member of a self-managing team?
- How did you demonstrate your shared values as a team?
- What is one thing you would do differently next time working together?

Homework: Final Team Poster Presentation

Begin working with your team to create a poster to present to the class about your chosen SDG:

- Create a visual representation of the SDG on the poster
- Find 1 inspirational organisation that has an initiative to address the SDG – learn about the organisation and the initiative.
- Create a visual representation of the organisation and the initiative on the poster
- Be able to provide background about the organisation, describe their initiative, and express why this organisation and initiative are inspiring.
- Create a list of information sources/ references for your content
- Present the poster to the class, taking no more than 10 minutes for the presentation. Each team member co-presents.



How to create a poster

You can make use of the following tips, however they should not limit your creativity!

- Ten Simple Rules for a Good Poster Presentation (*rule 4 not applicable*)

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1876493/>

- Tips for creating a research poster (*strict rules not applicable*)

<http://guides.nyu.edu/posters>

Homework: Reflection Paper

Write a short reflection on what you learned about your worldview.

- What are some of the key aspects of your life experiences, historical context, and identity that influence the lens through which you see the world?
- Draw a picture of the lens. What colour(s) is the lens?
- What colours do you see through the lens?
- How does the lens modify what you see in the world?



Conscious Organisations

Seminar 5, Module 3: Conscious Leadership & Management



Centering Moment of Mindfulness

Photo credit: Dorianne Cotter-Lockard

Conscious Leadership & Management

“The role of management in a conscious business ... managers must create, sustain, and strengthen the conditions whereby team members operate primarily from intrinsic motivation.”

Mackey & Sisodia (2014, p. 236). *Conscious capitalism: Liberating the heroic spirit of business.*



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Class Purpose

Add the class purpose here – revisit each class session



Conscious Organisations

Agenda Seminar 5, Module 3: Conscious Management



- Reflection on our cultural lenses within self-managing teams
- Management vs. Leadership
- Introduce Concepts: Extrinsic & Intrinsic Motivation, Centralization & Decentralization, Empowerment & Autonomy, Collaboration & Innovation
- Activity: World Café Discussion of Concepts

Our Cultural Lens

Group Activity Within Self-Managing Teams

Review the values defined by your self-managing team.

Share your reflections on what influences your cultural lens with your self-managing teammates (3 minutes each). In your sharing, answer this question: Which aspects of your worldview support your team's values?

Discuss:

- What are the commonalities? How will they support a positive team culture?
- What are the differences? How will they contribute to team innovation and collaboration?

Management vs. Leadership: What's the difference?

Management

- Delegation
- Problem solving
- Decision making
- Project planning
- Day to day supervision
- Hiring/training
- Give feedback on performance
- Teambuilding

Leadership

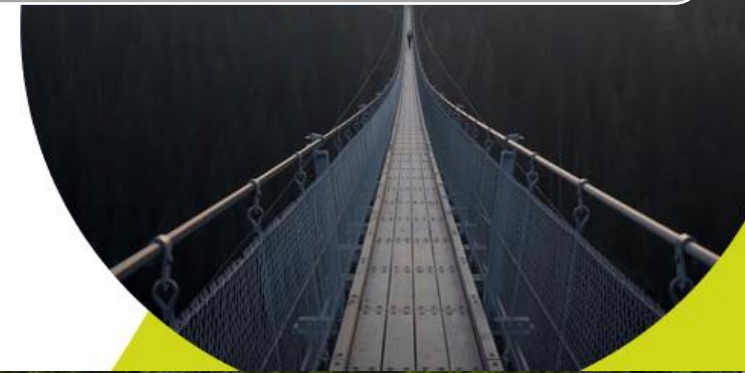
- Set vision and purpose
- Align & engage the organisation
- Establish & maintain culture
- Establish trust
- Communication with all stakeholders
- Relationship building
- Support execution of the vision
- Influencer & Role model

Extrinsic vs. Intrinsic motivation

Centralisation vs. Decentralisation

Empowerment & Autonomy

Collaboration & Innovation



Extrinsic Motivation: “carrot & stick,” rewards & punishments

Intrinsic Motivation: comes from an internal desire to accomplish something, aligned with purpose and values

Centralisation: hierarchical, well-defined roles, decisions made centrally, standardized processes, economies of scale

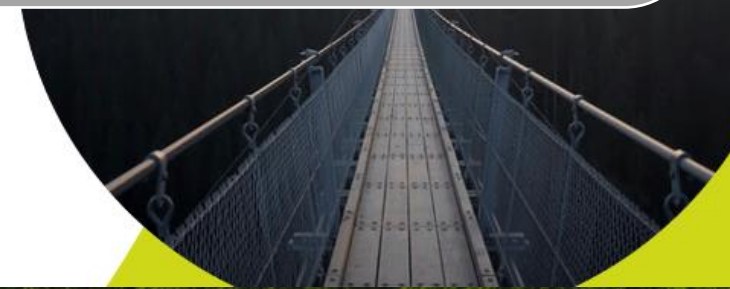
Decentralisation: decision made locally, different processes based on local needs, entrepreneurial

Empowerment: distributed decision making authority, individual power to take action

Autonomy: ability to work on one's own, without external oversight

Collaboration: sharing ideas,
working together toward a
goal

Innovation: experimentation,
creating novel solutions,
products, and services



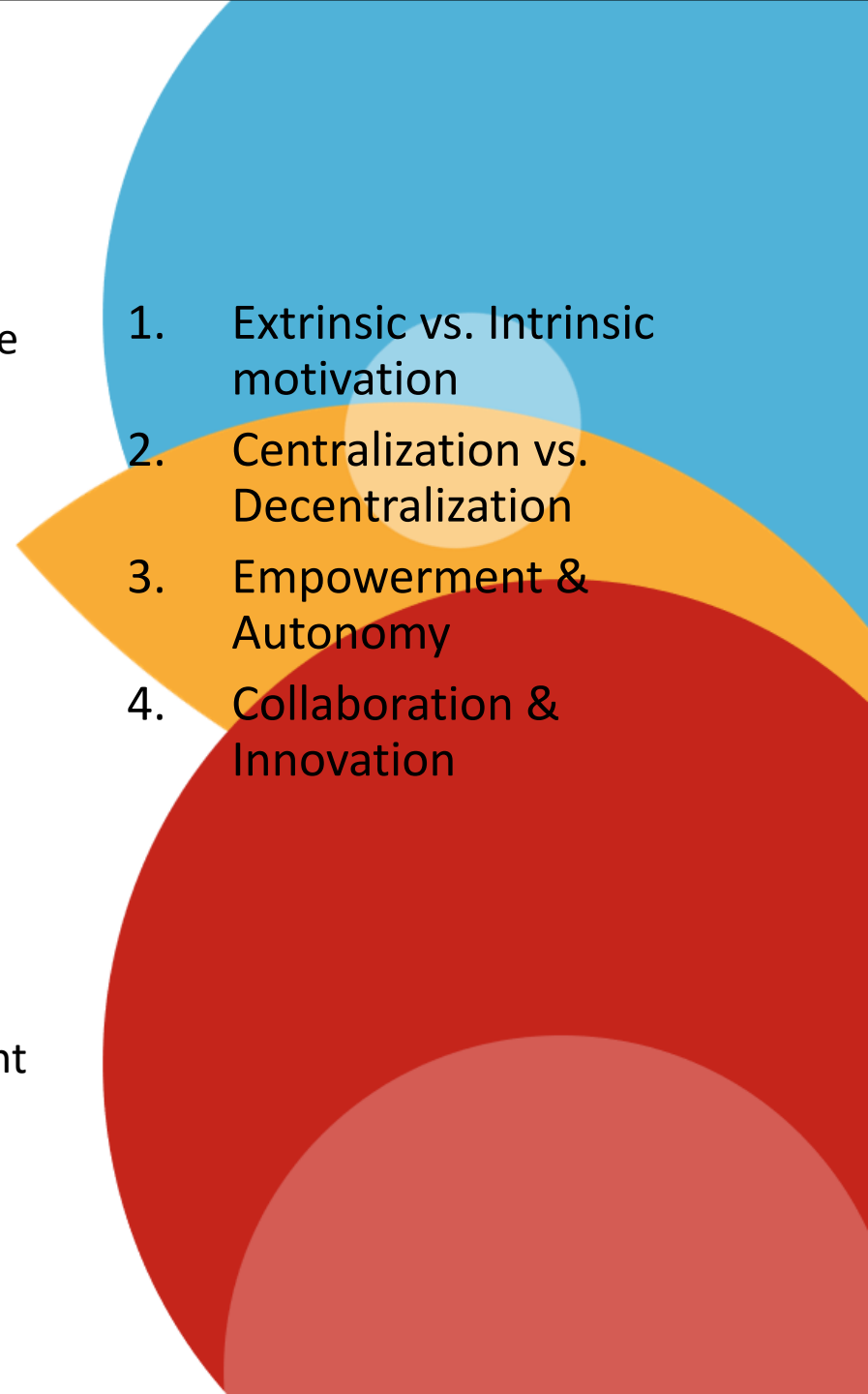
Concepts of Conscious Leadership & Management

World Café Discussion:

- Each table will have a facilitator + 2 or 3 participants
- Each table is assigned 1 concept to explore
- Answer the questions through dialog, writing the answers and ideas on the “tablecloth”
- After 10 minutes, rotate 1 person to another group
- After 10 minutes, rotate a person who has not rotated, to a group which has all new participants for the rotating person.

World Café Discussion:

- ☐ For concepts #1 & #2, what are the upsides of each aspect? What are the downsides?
- ☐ For concept #3, what are the upsides of empowerment & autonomy? How do you balance empowerment & autonomy with collaboration?
- ☐ For concept #4, in what ways does collaboration stimulate innovation? What factors might inhibit collaboration?

- 
1. Extrinsic vs. Intrinsic motivation
 2. Centralization vs. Decentralization
 3. Empowerment & Autonomy
 4. Collaboration & Innovation

Concepts of Conscious Leadership & Management

What are the intersections and interdependencies of the following aspects of conscious leadership and management?

- Intrinsic motivation
- Decentralisation
- Empowerment
- Innovation
- Collaboration

Homework: Team Project

Continue working with your team to create a poster to present to the class about your chosen SDG:

- Create a visual representation of the SDG
- Find 1 inspirational organisation that has an initiative to address the SDG – learn all you can about the organisation and the initiative.
- Create a visual representation of the organisation and the initiative
- Create a list of information sources/ references for your content
- Express why this organisation and initiative are inspiring to you
- Practice co-presenting with your team – maximum 10 minutes.



Conscious Organisations

Seminar 6, Module 4: Organisations as Living Systems



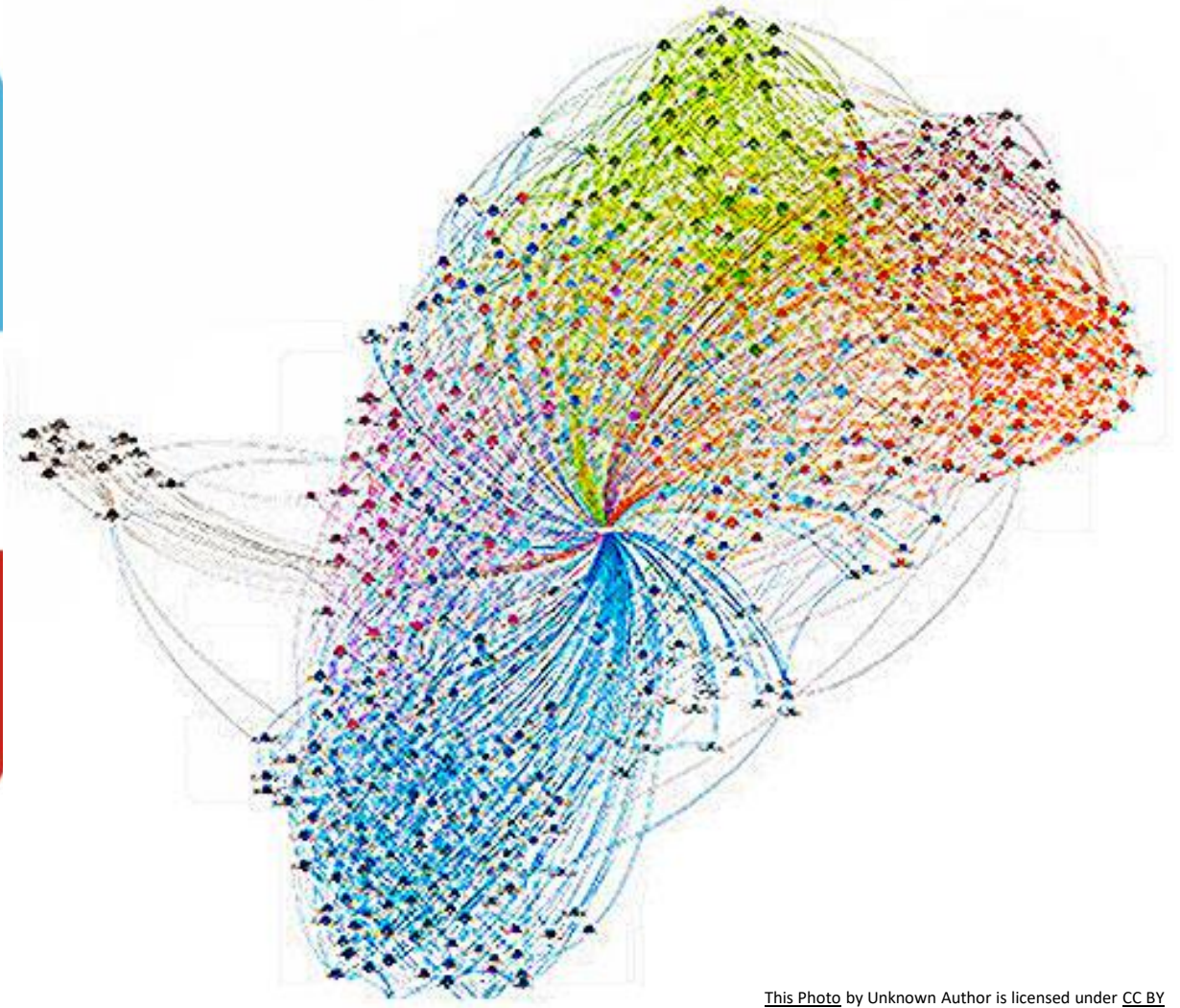
Centering Moment of Mindfulness

Photo credit: Dorianne Cotter-Lockard

Organisations as Living Systems

“System transformations require interconnected changes to technologies, social practices, business models, regulations, and societal norms, an intentional process designed to fundamentally alter the components and structures that cause the system to behave in its current unsustainable ways, a *paradigm shift* enabling the transition to sustainability.”

Voulvoulis et al. (2022). Systems thinking as a paradigm shift for sustainability transformation. *Global Environmental Change*, 75, 102544.



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Class Purpose

Add the class purpose here – revisit each class session



Conscious Organisations

Agenda Seminar 6, Module 4: Organisations as Living Systems



- SDG Initiative Poster Presentations
- Introduce Living Systems, Systems Thinking, Organisational Learning
- Activity: Understanding Systems
- Transforming Organisations
- Closing Reflections & Appreciations

SUSTAINABLE DEVELOPMENT GOALS



Poster Presentations

Each self-managing team will present their final group project, maximum 10 minutes per presentation.

System

Per Merriam-Webster
Online Dictionary:
“a regularly interacting
or interdependent
group of items forming
a unified whole”

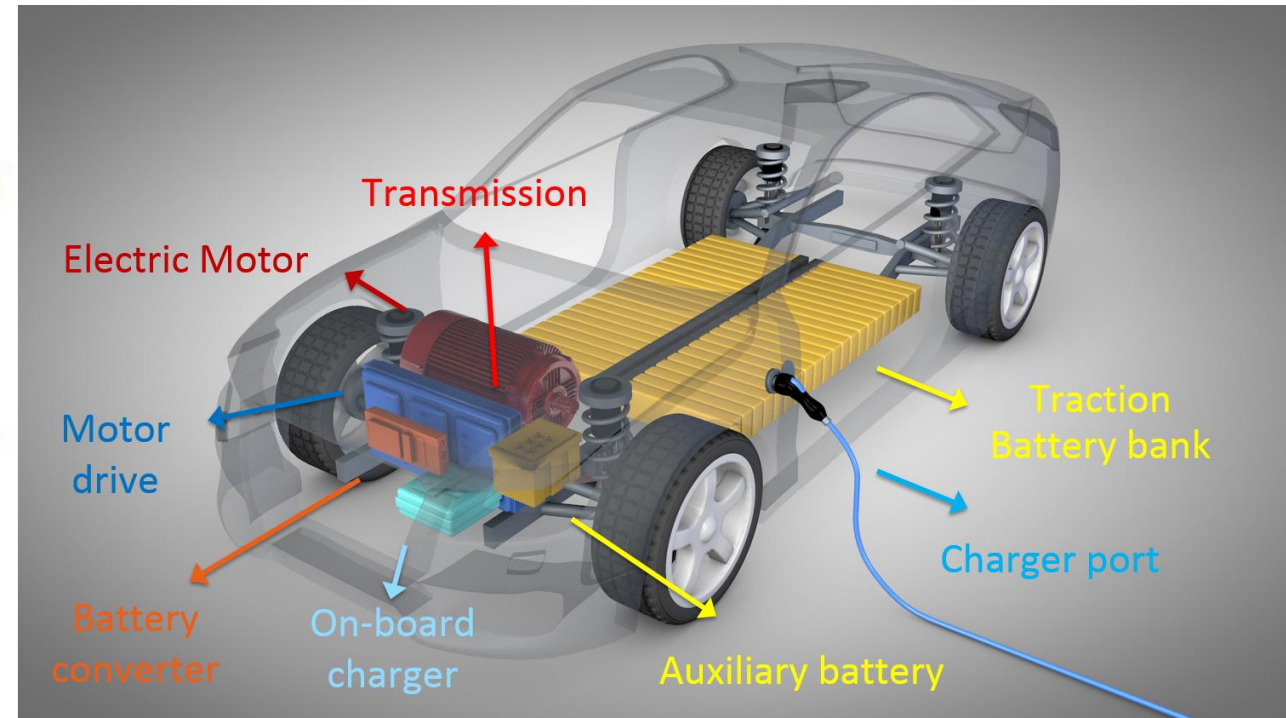


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System

“A system is an interconnected set of elements that is coherently organized in a way that achieves something ... a system must consist of three kinds of things: *elements, interconnections, and a function or purpose.*”

Meadows, D. H. (2008). *Thinking in systems: A primer*, p. 11. Chelsea Green publishing.

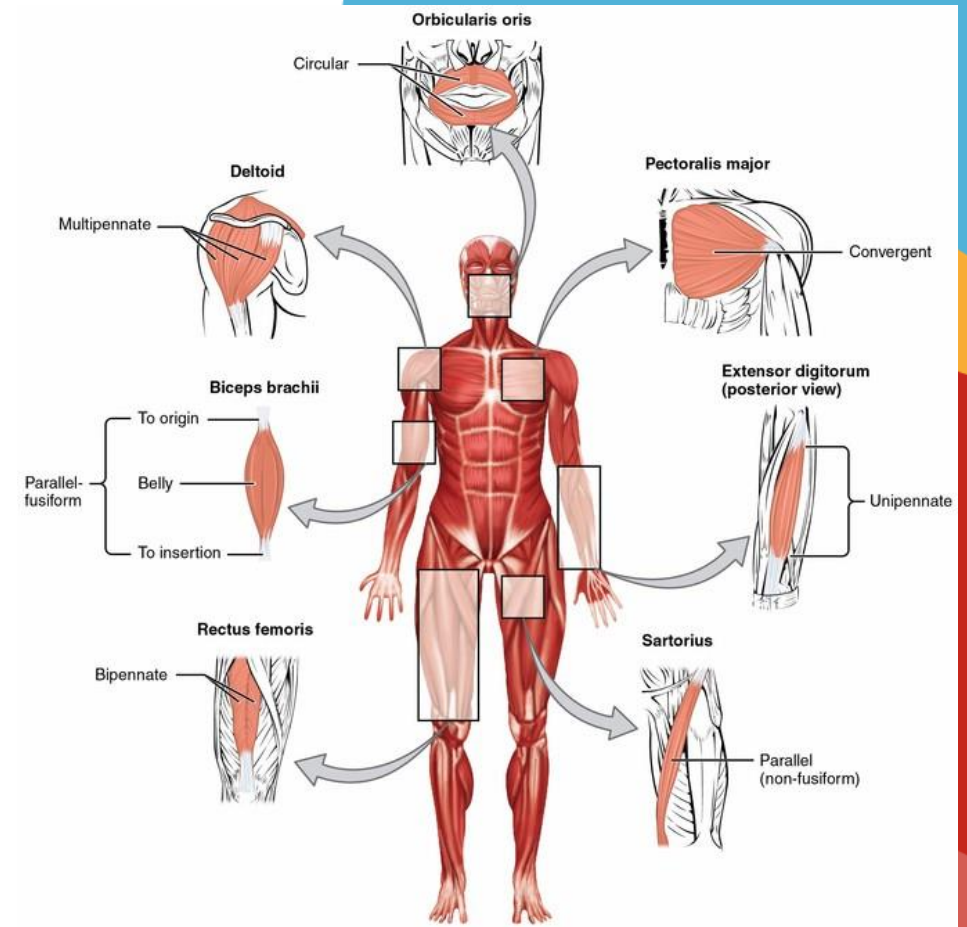


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Living Systems

“Dividing a cow in half does not make two small cows. A person might be said to be comprised of a head, a torso, and limbs; or of bones, muscles, skin, and blood; or of the brain, lungs, heart, liver, and stomach; or of a digestive system, circulatory system, respiratory system, and nervous system; or of many, many cells. No matter what distinctions we choose, we cannot grasp what it is to be human by looking at the parts.”

Kleiner, A., Smith, B., Roberts, C., Senge, P. M., & Ross, R. (2011, p. 25). *The Fifth Discipline Fieldbook: Strategies for Building a Learning Organization*. Hachette UK.



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Monbiot, G.
(2022a). *How
wolves change
rivers*
[remastered
HD]. [Video].
Sustainable
Human.
<https://sustainablehuman.org/stories/how-wolves-change-rivers/>

Systems Thinking

What is Systems Thinking?

“Systems thinking is a set of synergistic analytic skills used to improve the capability of identifying and understanding systems, predicting their behaviors, and devising modifications to them in order to produce desired effects. These skills work together as a system.”

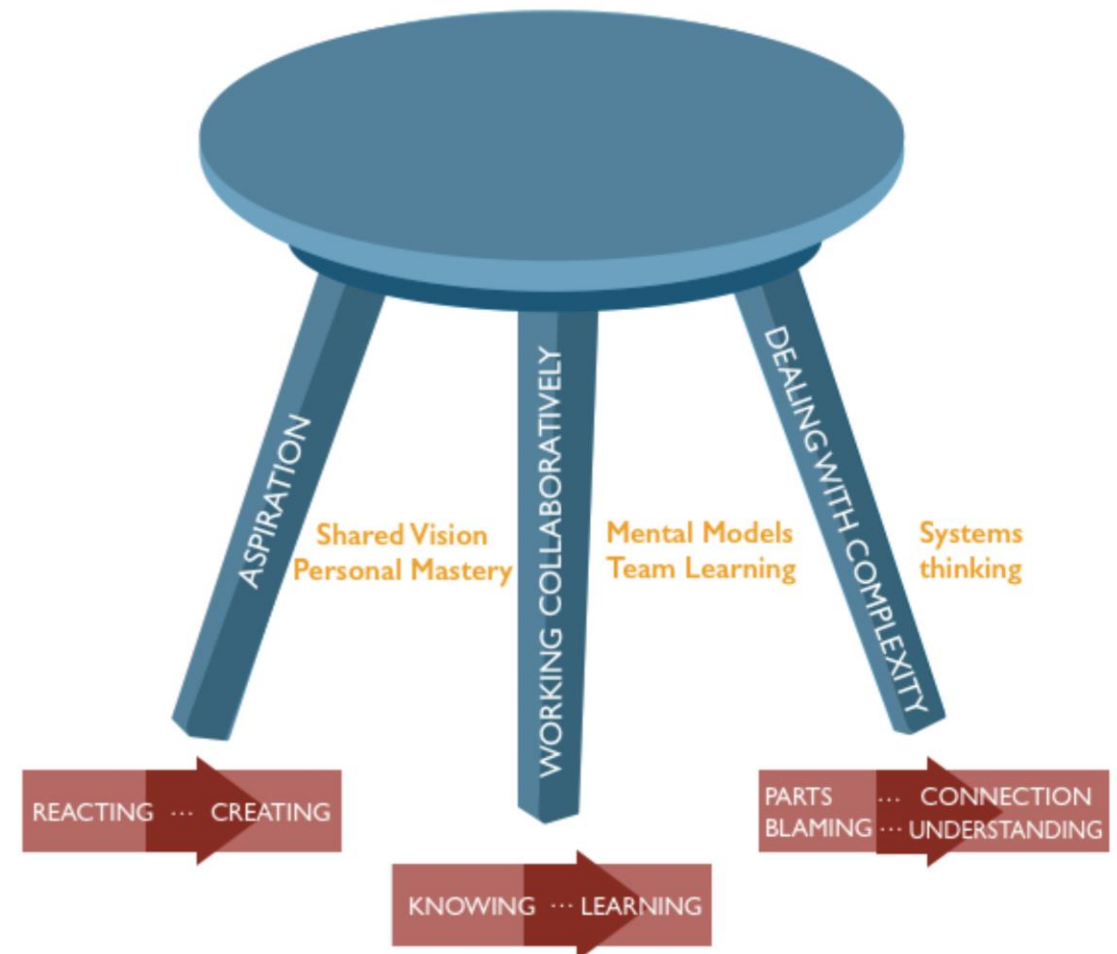
Arnold, R. D., & Wade, J. P. (2015). A definition of systems thinking: A systems approach. *Procedia computer science*, 44, p. 675.





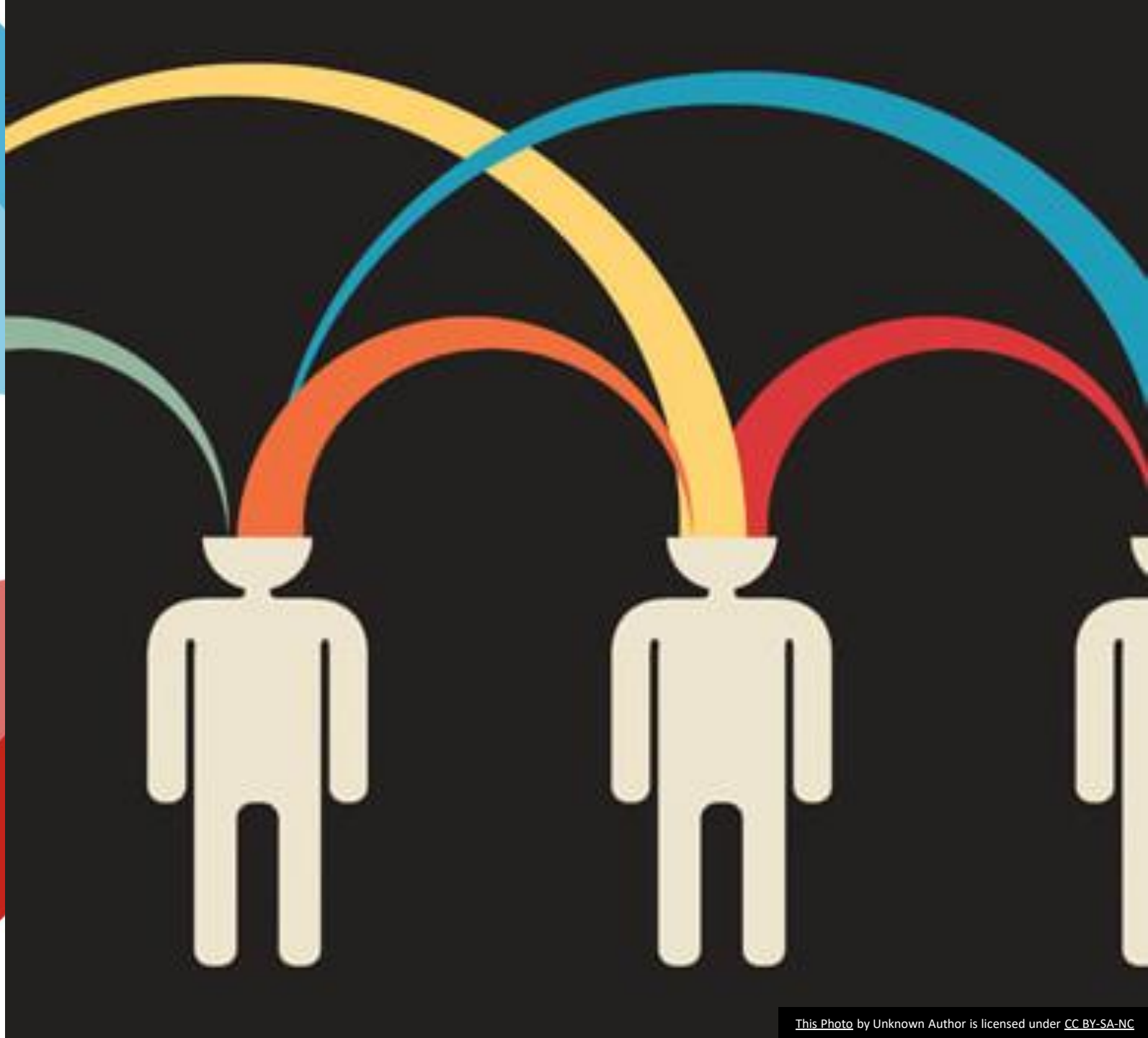
What is Organizational Learning?

<https://www.solonline.org/>



The Learning Organisation

- Common vision
- Open sharing
- Feedback loops
- Personal mastery
- Prototyping
- Best practices
- Systems thinking



Understanding Systems

Activity – Self-Managing Teams

Start with re-presencing your team values. Each person on the team shares one value that is important to them as you work together today.

Consider your self-managing team as your initial system

- Draw concentric circles to illustrate the systems your team is embedded in, label them
- How does your team impact the first system you are embedded in? How does that system impact your team?
- How does the first system impact the next largest system? How does the larger system impact the smaller system? (and so on...)
- Thinking of the largest system your team is embedded in, how can your team impact that system for good?

Transforming Organisations

“To improve the culture of an organisation, the leaders must change, or you must change the leaders.”



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Barrett, R. (2016). *Building a winning organisational culture*. Barrett Values Centre.



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Transforming to a Conscious Culture

Discussion:

- What happens within the chrysalis that turns a caterpillar into a butterfly?
- How is the chrysalis process similar to transforming an organisation with an established culture?
- What steps would you take to transform an organisation to a conscious culture?

Closing Reflections & Appreciations

- In what ways did the class fulfill its purpose? Has our purpose shifted or expanded?
- What did you learn about the culture of your self-managing team? Which values became most important during your work on the final project?
- What will you take with you from this course?
- What did you appreciate about this course and/or your classmates?

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