

Power, Leadership & Collective Influence

Spectrum of Strategies for Addressing Public Issues

Against the System	Within the System	Parallel to the System
<ul style="list-style-type: none"> • Civil disobedience • Economic action (strike, boycott) • Physical violence 	<ul style="list-style-type: none"> • Executive action • Legislative initiative • Voter initiative • Judicial action 	<ul style="list-style-type: none"> • Collaboration • Mediation • Negotiation

From David Chrislip

“The future is created with others, even with those with whom we differ”

“To understand whole systems, we need to seek diverse perspectives”

“If we look for what separates us, we will certainly find it. If we look for what unites us, we can find that too”

“Collective Wisdom”
John Ott & others

“Recognition means the acceptance of the other and their interests and values, even if they are opposite to yours.

People who can understand the concerns of others and mix those concerns with their own agenda have access to a power source denied to those who can push only their own interests.”

“Power & Love”
Adam Kahane

Two Movements of Collective Folly (John Ott & others)	
Confirmation Bias	False Agreement & Appearance of Unity
<ul style="list-style-type: none"> • A tendency to search for and interpret information in ways that confirm our existing perceptions. Anything different from what we know is “not us” and therefore is consciously or unconsciously excluded. • The impulse is toward separation and fragmentation – dragging us toward polarization • Instead of acting to build relationships and trust with people who disagree with us, we call them “deluded” or “selfish” or “evil”. 	<ul style="list-style-type: none"> • An illusion of collective coherence rather than revealing the divergence in the group • Group members choose silence and conformity

Shifting Power to Create Transformation
 (“Getting to Maybe”)

- Connection – between those who want change to happen**
- Confrontation – with the power in others and in ourselves**
- Collaboration – learning to collaborate with powerful allies**

“Our two most common ways of trying to address our toughest social challenges are the extreme ones: aggressive war and submissive peace. Neither of these ways works. We can try, using our guns or money or votes, to push through what we want, regardless of what others want—but inevitably the others push back. Or we can try not to push anything on anyone—but that leaves our situation just as it is.

These extreme ways are extremely common, on all scales. One on one, we can be pushy or conflict averse. At work, we can be bossy or “go along to get along.” In our communities, we can set things up so that they are the way we want them to be, or we can abdicate. These extreme, common ways of trying to address our toughest social challenges usually fail, leaving us stuck and in pain.”

Adam Kahane

“In our societies and communities and organizations, and within each of us, we usually find a “power camp,” which pays attention to interests and differences, and a “love camp,” which pays attention to connections and commonalities. The collision between these two camps—in the worlds of business, politics, and social change, among others—impedes our ability to make progress on our toughest social challenge.”

Adam Kahane

Qualities of Collaborative Leaders

Turning Point Collaborative Leadership video series

<http://eric-web.tc.columbia.edu/families/TWC>

- | | |
|--|--|
| <ul style="list-style-type: none"> • Capacity for maturity • Capacity for patience • Ego control • Capacity for self reflection • Capacity to handle uncertainty • Capacity to respect others’ point of view • Capacity for respectful assessment | <ul style="list-style-type: none"> • Capacity to create a safe, open, supportive environment • Capacity to communicate across organizational boundaries • Capacity to create a shared vision • Capacity for creativity • Constructive conflict management |
|--|--|