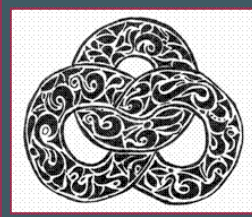




It's About Voice...

Building  
Productive, Respectful  
Relationships in the Workplace





By the end of today's session,  
participants will...

... See their workplaces as complex  
adaptive systems

... Understand how to influence the  
conditions in a complex system

... Know how to influence the emergence of  
productive, respectful relationships in  
their workplaces

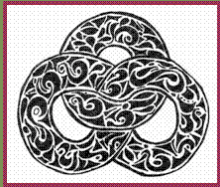


What do you want from  
today's session?

... For yourself?

... For your department/school?

... For your district?



## What is a Complex Adaptive System?

A collection of individual agents who have the freedom to act in unpredictable ways, and whose actions are interconnected such that they produce system-wide patterns.

Examples:

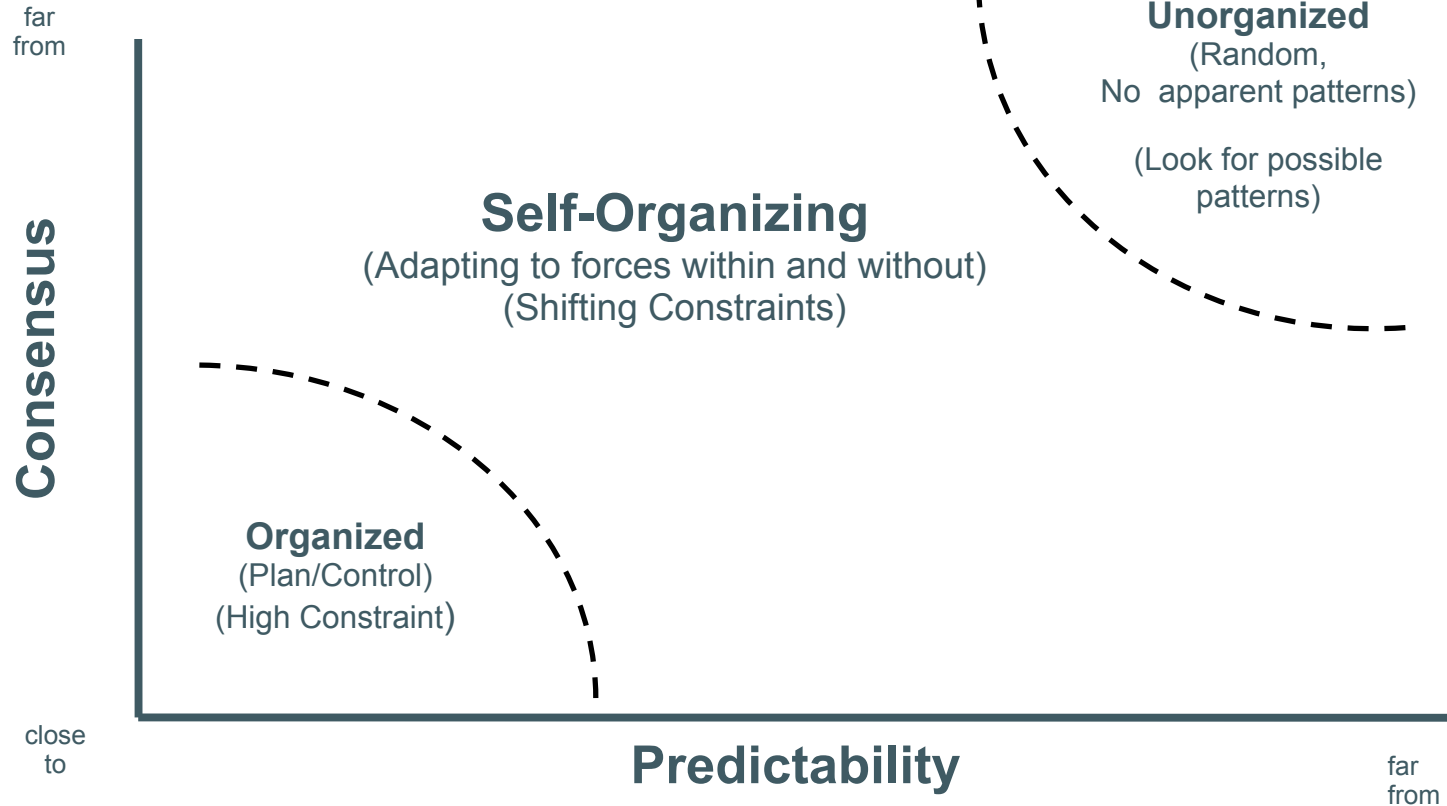
Students in a classroom

Employees in an organization

Members in a family



# Dynamics of a Complex System





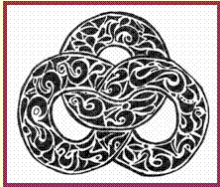
## Self-Organization:

When agents in a system choose to interact in ways that create discernable, meaningful patterns.



# Self-Organization=Culture

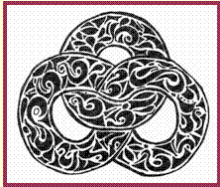
**people**  
A collection of individual agents, who have  
~~behave as they will in an organization~~  
the freedom to act in unpredictable ways, and  
**who interact in ways**  
whose actions are interconnected such that  
**a system-wide culture.**  
they produce system-wide patterns.



So...

...Does that mean we are trapped  
and can't escape our  
environment?

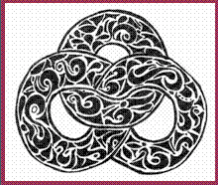




NO!!!

Because we make up these  
complex adaptive systems, we  
have power to influence how  
they self-organize.





Within a CAS, three conditions influence its self-organization...



Container



Differences that make a difference



Transforming Exchanges



# Containers...

...“bound” the system and hold it together until patterns can begin to form.



Containers can be

- physical,
- psychological, or
- organizational.



# Differences...

...provide the potential for interaction and change within the system.



- what is most important between the agents
- what sets the system apart
- how the system measures its success



# Exchanges...

...occur when resources (time, money, info) pass between members of the system or between the system and its environment.



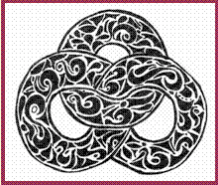
These changes are most important when those who are involved in the exchange are “transformed” or “changed” in some way by the event.

(richer, smarter, angry, hurt, pleased)



## Create a picture of your system...

- Draw the container in which you operate, indicating those with which you connect every day.
- Indicate the differences that make a difference in those interactions.
- Think about and list the types of exchanges you have established.



In the culture represented  
by your picture...

- Are the relationships as productive as they could be?
- Do you feel listened to?
- Do others feel listened to?



# Transforming Exchanges...

...can move us forward  
only when both sides have  
equal power  
in the exchange.\*



Power is...

the ability to  
influence, and it is unlimited.

Power is not...

authority,  
responsibility, or  
control.



In transforming

Power = Voice



# Types of Exchanges



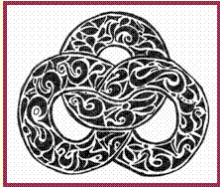
Speak/Listen



Act/Observe



Give/Receive



## Thinking about speaking and listening...

What are all the different ways that you "speak" in a day?

What are all the different ways that you "listen" in a day?



# Speaking and Listening

To generate your own  
voice,  
speak in a language that  
is...

**Articulate**

**Honest**

**Non-Biased**

To grant voice to others,  
listen through a screen  
that is...

**Attentive**

**Empathic**

**Tolerant**



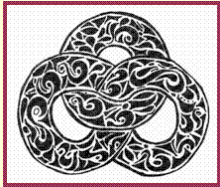
# Think About...

...how you speak

...how you listen



Is there something you can do to  
contribute to more effective  
exchanges?



## Thinking about acting and

What are all the different ways that you  
"act" in a day?

What are all the different ways that you  
"observe" in a day?



# Acting and Observing

To generate your own  
voice,  
act from behaviors that  
are...

Respectful

Integrated

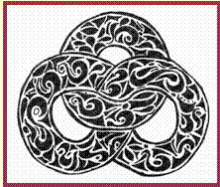
Purposeful

To grant voice to others,  
observe through a lens  
that is...

Accepting

Holistic

Future Oriented



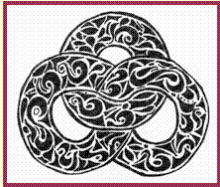
# Think About...

...how you act

...how you observe



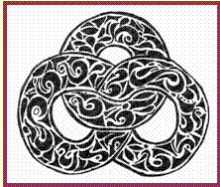
Is there something you can do to  
contribute to more effective  
exchanges?



## Thinking about giving and receiving...

What are all the different ways that you "act" in a day?

What are all the different ways that you "observe" in a day?



# Giving and Receiving

To generate your own  
voice,  
give in ways that are...

**Generous**

**Reflective**

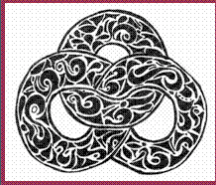
**Timely**

To grant voice to others,  
receive from a stance  
that is...

**Gracious**

**Sensitive**

**Available**



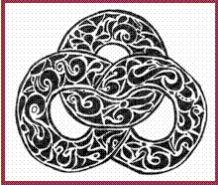
# Think About...

...how you give

...how you receive



Is there something you can do to  
contribute to more effective  
exchanges?



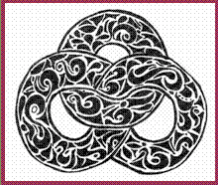
# Remember...

Granting and generating  
voice are responsibilities  
that are simultaneous and  
continuous for each  
participant in a system.



## But what about...

- When power really is not balanced in the relationship?
- When the other side won't "play" simultaneously and continuously?
- When the system "won't let me" play simultaneously and continuously?
- Others?



So...

Culture

Conditions

Transforming  
Exchanges

...what?

self-organization

Significant Differences

Patterns

containers



So...

what will you do  
to create a culture that  
creates and supports  
productive, respectful  
relationships?