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Sociocracy For All

Virtual Meetup (Webinar) – Reinventing our World

How can Sociocracy help us reinvent our world in the context of Complexity?

30-minute presentation by François Knuchel
15 minutes clarifying Q & A
30 minutes dialogue in smaller groups

In pursuit of gain, every day something is learned.
In pursuit of Tao, every day something is unlearned.

Contemporary of Frederick Taylor, Max Weber, Elton Mayo

Mary Parker Follett   (1868 – 1933)

'Community is a Process', 1919

People **interacting** and **influencing** each other

dynamically and **interdependently**

Creating **evolving entity** more than parts

(Organic living eco-system)

"the art of getting things done through people."

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From early 20th century in science: 2 incompatible theories

- Theory of **Relativity** (Einstein)
- **Quantum** Theory (Heissenberg, Planck, Bohrs,...)

Double slit theory
Cannot separate observer from observed

David Bohm (1917 – 1992)

Hidden variables ➜ Implicate Order

Beyond matter/energy
Access through interactions in DIALOGUE

We are very much the co-creators of our reality
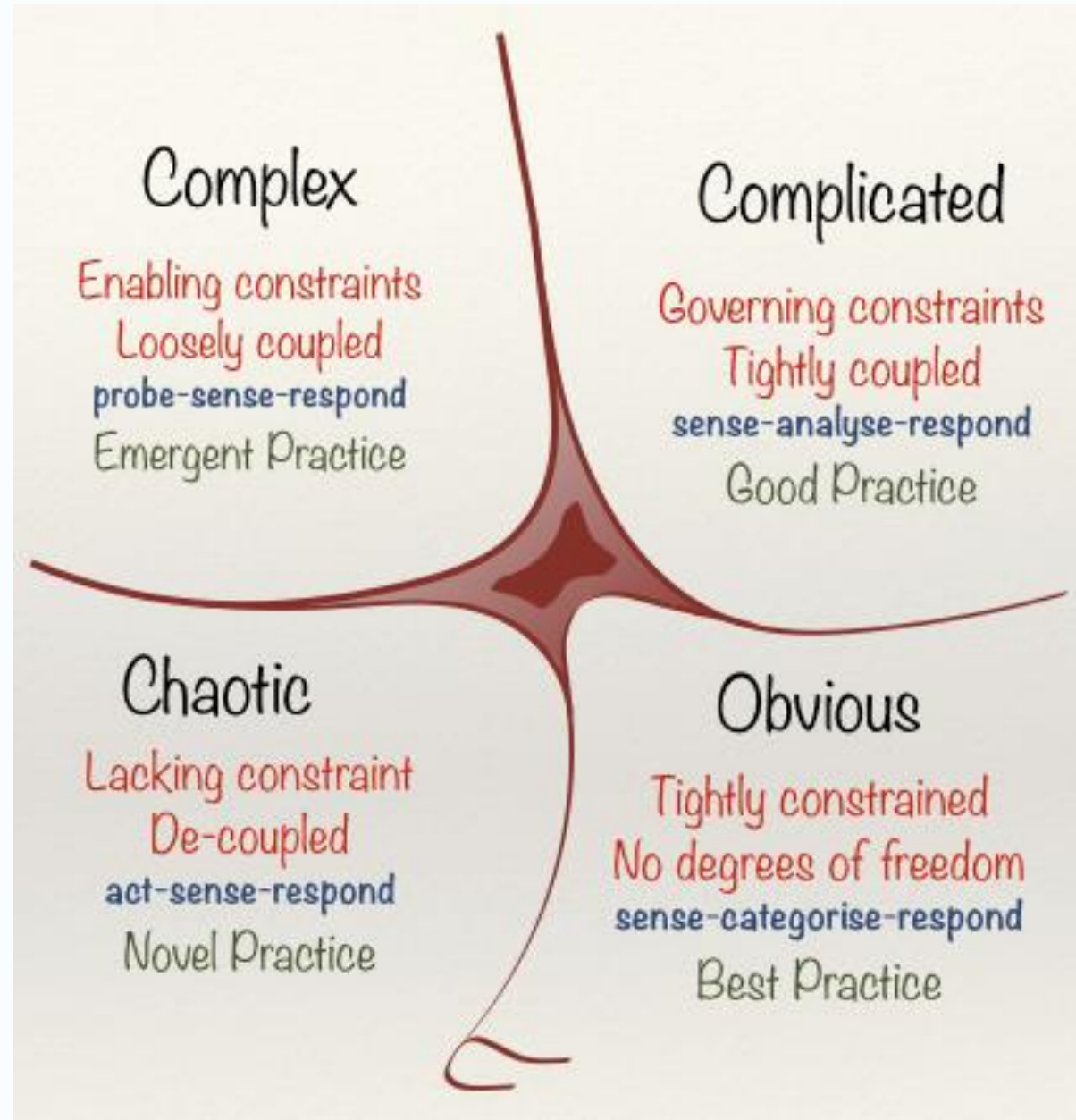
Bohm Dialogues:

- No outcome
- No agenda
- No moderator

- Flow of meaning
- Regenerative
- Co-creative Emergence

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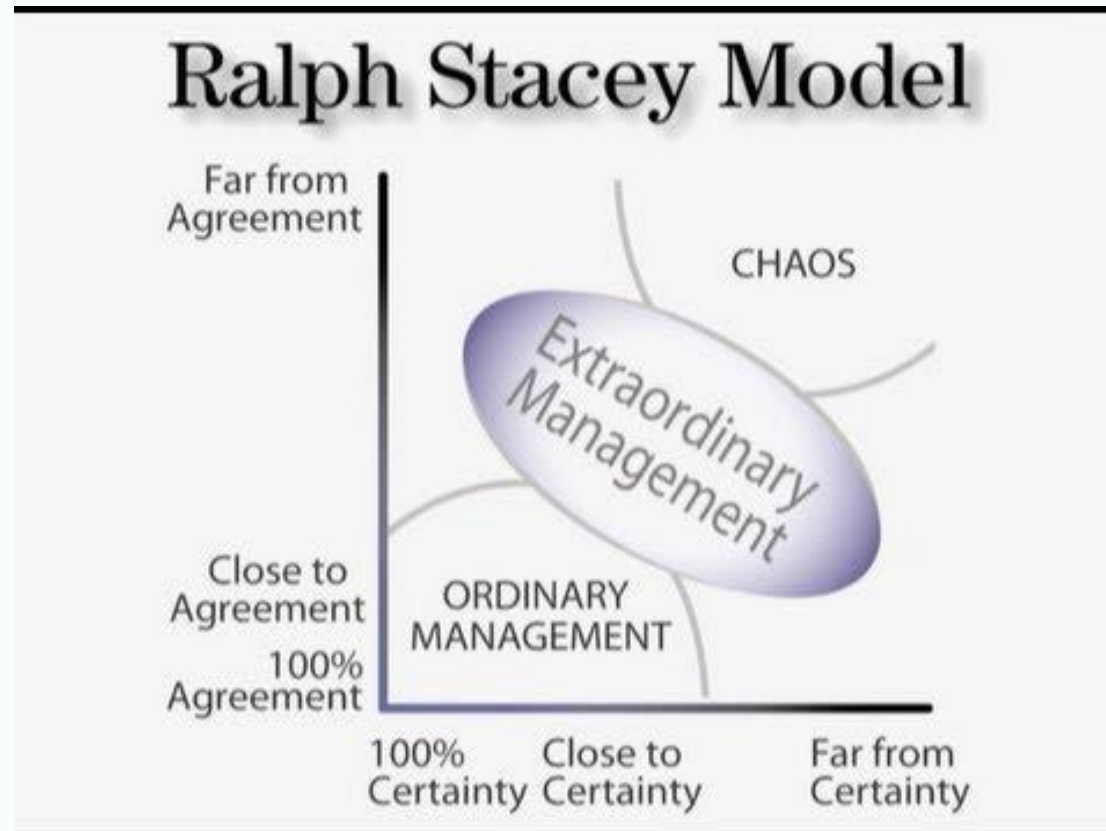| DEBATE / DISCUSSION	DIALOGUE / CONVERSATION
• Anchored in individualism • Observer as separate who can win • Competition (survival of fittest) • Winning the argument valued • Aim is to beat adversaries	• Based on interaction of people • Observer-observed co-create • Integrates multiple perspectives • Reconcile and transcend • Regenerative emergence
• EITHER – OR THINKING	• BOTH – AND THINKING
• Government: Opposition • Law: Adversarial (A vs B) • Business: best (loudest) argument wins	• Needs diversity of perspectives • Contextualised and embodied • Inclusivity & rich interactivity
• 20th century Education based on debate	• New paradigm for 21st century
• DISCUSSION = Latin 'discutere': dash to pieces, investigate by striking apart • DEBATE = o.Fr 'battere' = combat, argue, fight, beat WAR LANGUAGE	• CONVERSATION = Latin 'con + versare' = turn together, dance, change • DIALOGUE = Greek 'dia + logos' = through + word ➜ flow of meaning

How do we want to reinvent our world?

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CYNEFIN MODEL

Dave Snowden

Complex
Enabling constraints
Loosely coupled
probe-sense-respond
Emergent Practice

Complicated
Governing constraints
Tightly coupled
sense-analyse-respond
Good Practice

Chaotic
Lacking constraint
De-coupled
act-sense-respond
Novel Practice

Obvious
Tightly constrained
No degrees of freedom
sense-categorise-respond
Best Practice

RALPH STACEY

Predicated on Unpredictability

REFLECTIVE ENQUIRY

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FONS TROMPENAARS

Based on IBM work of **Geert Hofstede**

Slide taken from Fons Trompenaars' own presentation
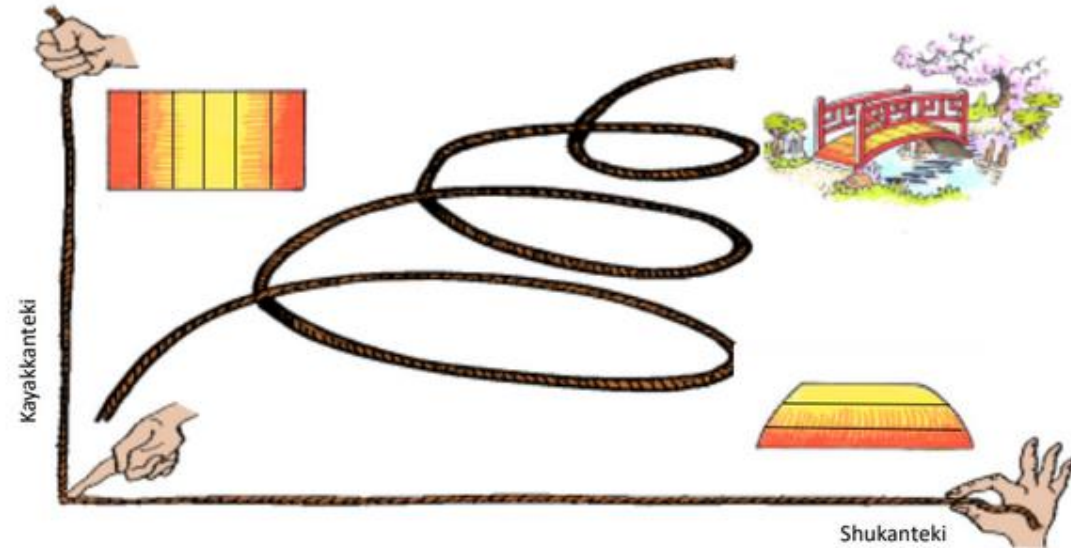
7 Dimensions of **DILEMMAS**
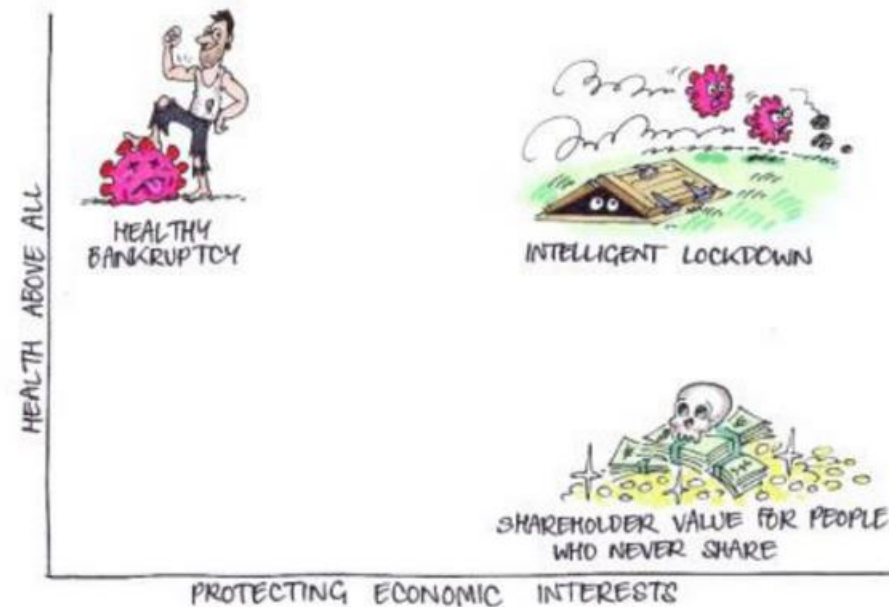
Slide taken from Fons Trompenaars' own presentation

DILEMMAS ≠ DECISIONS   MIT: Multi-Solving

REFRAME THE QUESTION   Sociocracy: Are we asking the right question?

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THEO DAWSON

VUCA SKILLS - the LECTICA framework

https://lecticalive.org
https://medium.com/@theo_dawson

- **Interpersonal skills**
  - Active listening (generative listening)
  - Relating to others / connecting (meaningful dialogue)
  - When not understanding automatically asking (not pretending)

- **Perspective Coordination skills**
  - Identifying commonalities (picture forming)
  - Bringing together to find a solutions (clustering)
  - Complementing (both-and, not either-or)

- **Collaboration skills**
  - Ability to sense when collaborating is appropriate, when not
  - Non-violent communication / mediation
  - Decision-making under complexity – employing the right tools (e.g. Cynefin)

- **Processing skills**
  - Understand how pieces fit together
  - Knowing how to build effective agenda
  - Problem-solving iterative cycles / peer learning

- **Contextual Thinking skills**
  - Identifying contexts that matter
  - Determining how context matters to particular situation
  - Shifting perspectives in varying contexts

Learning VUCA Skills
1) *Through continuous practice*
2) *Cannot be learned by oneself, need to practice with peers*

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**MARY
UHL-BIEN**

What is Complexity?

Complexity involves rich interconnectivity.

- Complexity does not mean complicated
  - Jumbo jets are complicated, but mayonnaise is complex

Slide taken from Mary Uhl-Bien's own presentation

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Key Finding

- "It takes complexity to beat complexity."
  — Law of Requisite Complexity (Boisot and McKelvey, AMR, 2010)
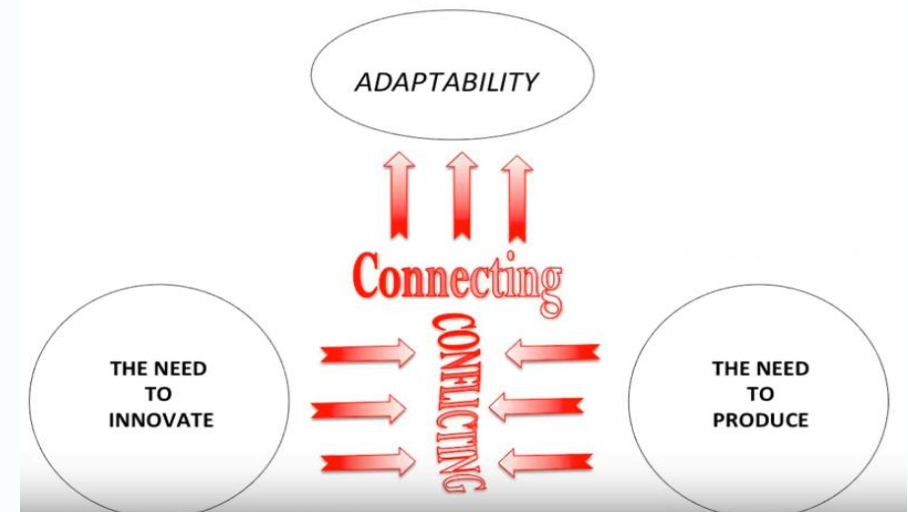- Despite this, leaders respond with order
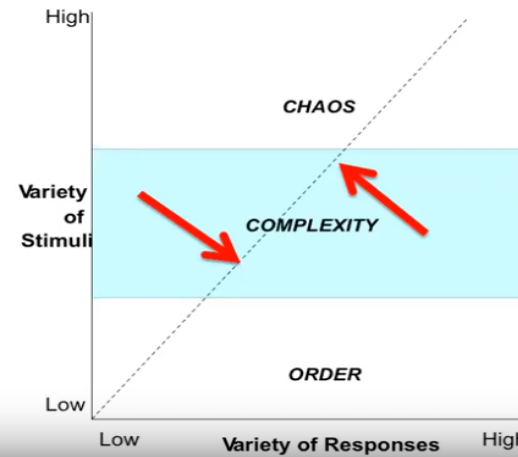
Slide taken from Mary Uhl-Bien's own presentation
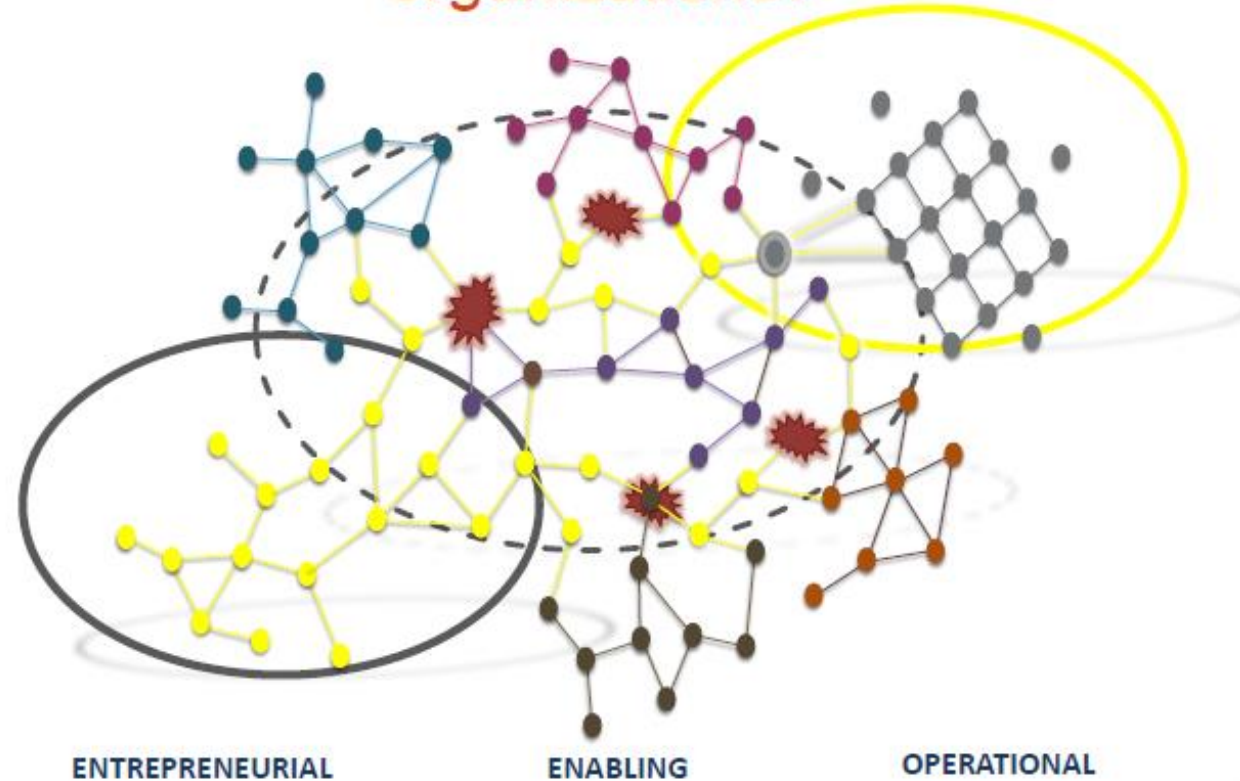
You can't control the wave

Rich Interactivity

Slide taken from Mary Uhl-Bien's own presentation

Slide taken from Mary Uhl-Bien's own presentation

Rich: in DIVERSITY and MULTI-PERSPECTIVITY

Cross-pollination needed

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Leadership in complexity?

- You can't control it,
- you can't fix it
- It's not a problem to be solved

Start from 'ma' (empty space) - unkowing

Reinvention is continuous adaptability
It's never finished

Emergence:
1. Dialogue with deep interactivity and gestation time
2. No agenda (no predetermined outcome)
3. Both observer/ed: we all need to be co-creators
4. Invite all who care, diversity of perspectives
5. Go outside borders: include other viewpoints

Leader-ship from a different mindset

Leadership is a process

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How does Sociocracy fit?

- Brilliant for VUCA skills
- Multi-mind coordination, both-and thinking
- Great way to unlearn debate and relearn dialogue

Caution:
- Don't make everything a decision
- Instead consider reframing the questions
- Make more use of Picture Forming
- Avoid pre-mature decision-making
- Allow time for gestation of ideas (and for probing)

Sociocracy does not meet rich interactivity criteria

Need multi-perspectivity BEYOND Circles

In context of leadership in complexity, sociocracy is great, but is insufficient

Possible solution: John Buck's BOSSA Nova – especially **Open Space Technology**

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How else might we achieve:

- Bohm or Stacey type of dialogue
- Rich multi-perspectivity
- Serendipitous cross-pollination
- Self-organising chaordicity
- Emergent Co-creativity

to be able to continuously reinvent our world?

Thank you for listening - enjoy the conversation

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Leadership in Complexity 5-week (10 hrs) co-learning workshop from 17 July: **https://buff.ly/2YrtzQC**