

# **Day 1 – Morning Session:**

## ***Current Behaviors, Practices and Events***

### **Focus:**

To describe the current behaviors and events we observe in the individuals and groups we are called to serve.

### **Main Question:**

What are the “bound-up” and the “freed-up” behaviors and events of individuals / groups in your context that you currently see?

Consider:

- Who are some concrete examples of people who represent freedom and fear? What makes them stand out in your mind? What do they do and not do?
- What are some concrete examples of organizational events /practices that represent freedom and fear? Which behaviors, practices, or events are especially damaging? Especially fruitful?
- What is the range of impacts you have seen from these behaviors, practices, and events?
- What has been your reaction to those behaviors, practices, and events? (emotionally, physically, verbally, spiritually, etc.)
- Where might you have blind spots to either the behaviors or their impacts?
- How do you understand what motivates or causes those behaviors? What types of attributions do you find yourself making? How would you be able to tell if your explanations for these were accurate?
- What kind of formation do you think might be producing these behaviors?

# **Day 1 – Afternoon Session:** ***Behaviors, Practices and Events Reenvisioned***

## **Focus:**

To discern the kind of behaviors, practices and events that model our preferred future.

## **Main Question:**

What are the kinds of behaviors of individuals and groups in your context that you are hoping to see?

Consider:

- What would freedom feel like and look like in your context?
  - What new behaviors, practices or events would you see from your leaders? Why? What would it take to help them move into this form of freedom?
  - What would your leaders be free *from* or stop doing? What would it take to help them move into this form of freedom?
- Why do you think these changes in behavior would matter? How do you envision them impacting the work they do?
- Do these changes feel possible? If so, what would it take to make the changes? If not, what barriers do you perceive?

## **Day 2 – Morning Session:** ***Current Structures***

### **Focus:**

To identify the current systems and organizational structures that shape the behavior of the individuals and groups we are called to serve.

### **Main Questions:**

In your context, what are the key systems and environmental factors that shape the behaviors of those you serve? How do these systems function? How do these impact your efforts to effect change in your context?

Consider:

- Review the listing of common organizational structures and think about the article, *Building Resilient Organizations*. Which structures are germane to your organization? Are there others that aren't listed here?
- Think about the systems and structures that are both internal and external to your organization. Which ones can you impact? Which ones do you not have any say over?
- In your context, what larger environmental structures and systems shape impact the behaviors you see in your organization? Are you able to “connect the dots” between the structures and the behaviors?
- What gives rise to these structures? Who are the stakeholders of these structures?

## **Day 2 – Afternoon Session:** ***Structures Reenvisioned***

### **Focus:**

To envision the preferred systems and organizational structures necessary to call forth the preferred behavior of the individuals/groups we are called to serve.

### **Main Questions:**

What kind of systems are necessary to call forth the kind of behaviors of individuals/groups in your context that you are hoping to see? What challenges/opportunities does this present in your work?

Consider:

- Of the structures you identified earlier in the day, which one(s) would you most like to change? Why?
- What would it take to change that structure? Who are the key stakeholders?
- What would you and others have to let go of in order to change that structure?
- What barriers might you face?
- What resources do you need? What might you or your organization lack?
- Which changes offer an exciting new frontier?
- When would it be ideal to change this structure? Are there timing considerations that matter?

## **Day 3 – Morning Session:** ***Current Beliefs, Values, and Assumptions***

### **Focus:**

To identify the specific beliefs and assumptions that give rise to the current structures and behaviors. This includes the narratives and values of a people.

### **Main Questions:**

What are the underlying beliefs and assumptions that give rise to the current structures shaping the behaviors of those you are called to serve in your context? How do these organizationally-held beliefs and assumptions match your own?

Consider:

- Select one of the current organizational structures from the previous day that you identified as wanting to change. What beliefs and values “prop up” or undergird this structure?
- Using the “5 Whys,” push yourself to dig into the core beliefs and values that are at the center of what motivates that structure in your organization.
  - What basic need(s) is your organization (and/or you) attempting to fulfill by holding onto these beliefs? These values?
  - Are these beliefs and values implicit? Explicit? Do you have any idea how they were developed?
  - To what extent are these widely shared by those in your organization or those you serve? How are they taught or learned?
  - Do these beliefs and values conflict with your own personal set of beliefs, values, or assumptions? Do they ever conflict with each other?

## **Day 3 – Afternoon Session:** ***Beliefs, Values, Assumptions Reimagined***

### **Focus:**

To envision the preferred beliefs and assumptions that will give rise to new structures and impact behaviors.

### **Main Questions:**

What are emerging beliefs and assumptions you are hoping will be called forth in your context that positively impact the systems and the individuals/groups you are called to serve? How does this challenge/affirm your own beliefs and assumptions?

Consider:

- Identify the deeply held beliefs, values, and assumptions you would like to change.
- What could be a more powerful/ creative/ belief that would serve you better and overcome current limitations? (To do this, we have to do more than simply deny the old belief and adopt the new, opposite belief and/or value. Rather, it takes vision/ creativity to see things *differently* and address the needs these represent.)
- What resistance to the new beliefs and values do you sense within you? Within the organization?
- If adopted, do these new beliefs /values support the new structures you envisioned in the afternoon of Day 2?
- What would it take to begin adopting the new values personally and organizationally?