

Leadership for Collective Intelligence

Leadership for Collective Intelligence is an intensive, 10-month learning and professional development experience. It draws on, and has been built by, pioneers in the fields of organizational learning, dialogue and collective leadership, system design, family system therapy, systems thinking and the improvisational arts. First taught in 1995, it now has over 200 graduates in leading institutions around the world. Every year professionals from many different organizations from around the world attend.

The intention of the Leadership for Collective Intelligence (LCI) is to build the deep capacity in individuals and institutions required to navigate the transitions of the new century. The LCI focuses on the disciplines of collective leadership, system design, and profound systems change. It draws upon the art and practice of dialogue as a centerpiece. Dialogue is a means of enabling deep change within individuals, groups, and larger collective settings such as organizations, communities and, ultimately, society itself. The LCI, however, is not limited to developing dialogue as a form of conversation. Dialogue is a stance, a practice among a group of people, and the cornerstone for an approach to large-system change.

Session 1: Dialogue and the Art of Thinking Together

Session 1 serves as an introduction to the power of “thinking together,” collective leadership, and the nature of systemic change. It focuses on the individual, acknowledging that genuine transformation always begins there. Participants cultivate a deep quality of personal presence that enables them to hold their ‘center’ as the stakes of situations may rise. Specific principles and practices are explored with the intent of increasing participants’ capacity to lead. Participants learn about the creative cycle of profound change, and how it applies to their own life experience.

Session 2: Systems Thinking and System Design

Session 2 emphasizes the dynamic power of living systems to enable or impede creative action. Its focus is both on the interpersonal nature of systems and the policy or structural aspects of systems. Participants learn how to perceive systemic structures in high and low stakes settings, in themselves and in others. This session places emphasis on the ways system structures create unintended results, and teaches a logical means of untangling complexity and allowing clear design to emerge.

Session 3: Leadership and Group Intelligence

In Session 3 Leadership is explored in more depth, expanding on the individual and interpersonal building blocks put in place during the initial sessions. Participants explore the ‘voices’ and ‘shadows’ of their leadership. Participants also build the capacity to access group intelligence through dialogic facilitation. They develop specific face-to-face skills, including the ability to create group level containers for change, work with dissonance that arises, and actively engage with group dynamics. Participants explore the tacit rules that govern knowledge creation and change in groups.

Session 4: The Architecture of Large Systems Change

In Session 4 participants begin to address ways of designing interventions at the organizational level. The centerpiece of this session is the application of the “Spiral Model” to the design and architecture of large systems change. Participants learn how to assess readiness for change, how to enter different systems differently, how to structure an initial inquiry, how to elicit the deeper dream of the people concerned, and how to set containers for change. The group acquires tools for confronting the inevitable ‘backlash’ that transformations encounter, identifying high-leverage cultural ‘hot points’, and bringing key groups together. Participants reflect on practical interim assignments and give each other feedback.

Session 5: Identity and Building Models for Practice

In Session 5 participants begin to cultivate their personal approach to bringing about change at multiple levels by developing their own theories of practice and theories of change. Participants focus in this session on the principles for sustaining change based on the transformations of identity, individual and collective. They learn skills for bridging between disparate world-views, the art of “cross-model” conversation, and begin to consider the broader implications of dialogic change in terms of governance, sustainability, and the new century.

Participation

Please contact us for more information:

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1.617.576.7986

Please visit our website:

www.dialogos.com

A Generative Community

Leadership for Collective Intelligence is more than just an educational program; it is a gateway into an international community of practitioners who are committed to mutually cultivating the highest standards of leadership. Participants come from varied countries, cultures, sectors and industries to investigate the potential of thinking together across boundaries. The executive staff from a prison system can learn from the challenges faced by union and management representatives in an oil refinery. Grassroots combatants of urban violence share insights with leaders from international development organizations. The LCI is unique in its penchant for gathering disparate kinds of leaders to develop a common understanding of the generative core of leadership.

This community does not dissipate at the program's end. Rather, it serves as an ongoing source of action research and theory development, a place to share best practices and tools. It provides a forum to inquire yet more deeply into the issues we care about. A worldwide community of practitioners, this group holds the intention of being a generative and reflective environment in which the best and most innovative thinking, particularly about difficult problems, can be done.

Learning Activities

The program will include a variety of reinforcing learning methodologies and practices, including:

- An off-line world of practice including video reflection, role playing, skill-building, dialogue, personal transformation, and theory-testing with a group of about thirty people and core faculty.
- A real-world component where participants actively engage their own organizations through practical interim assignments. Here they will have an opportunity to apply their new knowledge, set up experiments, and bring the results back to the off-line group.
- Opportunities for cross-organizational learning where participants may choose to undertake joint projects with other companies, share resources, and find other ways to develop a critical mass for learning.
- Study groups where participants from a single institution meet periodically either by teleconference or face-to-face in order to deepen their competencies.
- Personal reflection including journaling, meditation, exercise, assignments and readings.
- Coaching conversations periodically with members of the core faculty and staff, to further the participants' learning and the development of skills.
- Optional family involvement where, during the year, we will invite program participants and significant others to workshop sessions and social gatherings.
- Creation of internal partnerships where opportunities for others within the participant's organization (such as people to whom participants report, for whom they are responsible, and with whom they interact) to participate in this work and deepen and extend the learning process.

Return on Investment

There are several steps an organization can take to optimize its return on investing in *Leadership for Collective Intelligence*.

Ultimately, an investment in the LCI is an investment in the future of your organization. The return is realized in the transformation of your people into leaders who understand how to navigate the complexities of the changing landscape.

Specifically, when organizations send intact teams to the program, these teams have an opportunity to move through existing patterns of interaction toward a deeper capacity to act. It is especially potent when people representing key interfaces within the organization attend together. In this way, the LCI helps organizations identify key leverage points in the system and offers a dynamic forum in which to apply the power of learning.

Growing Tomorrow's Leaders

It goes without saying that our environment is quickly shifting into one in which change is the rule rather than the exception. No matter what terms you apply—the information economy, globalization, technological revolution, etc.—the fact remains that the ability to read complexity and act decisively amidst uncertainty has become a prerequisite for effective leadership. The LCI is the place where tomorrow's leaders develop the fundamental capacities that will be required to thrive in this shifting landscape. At the heart of this skill set is the ability to think together. Graduates of the program will be the people who possess the self-knowledge and focused vision required for unleashing potential and generating sustainable results in the years to come.

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