THE REGENERATIVE BUSINESS DEVELOPMENT COMMUNITY

WITH CAROL SANFORD

STRATEGY #2-4 April 26, 2019

Strategy Thinking-
Pursuing Growth, Regeneratively

COHORT #2-SESSION 4- 4.26.19

Session Four—
Pursuing Growth, Regeneratively

Aim: Develop Capability to Work with *3 Levels of Growth* and the *Systems Thinking Mind* it requires
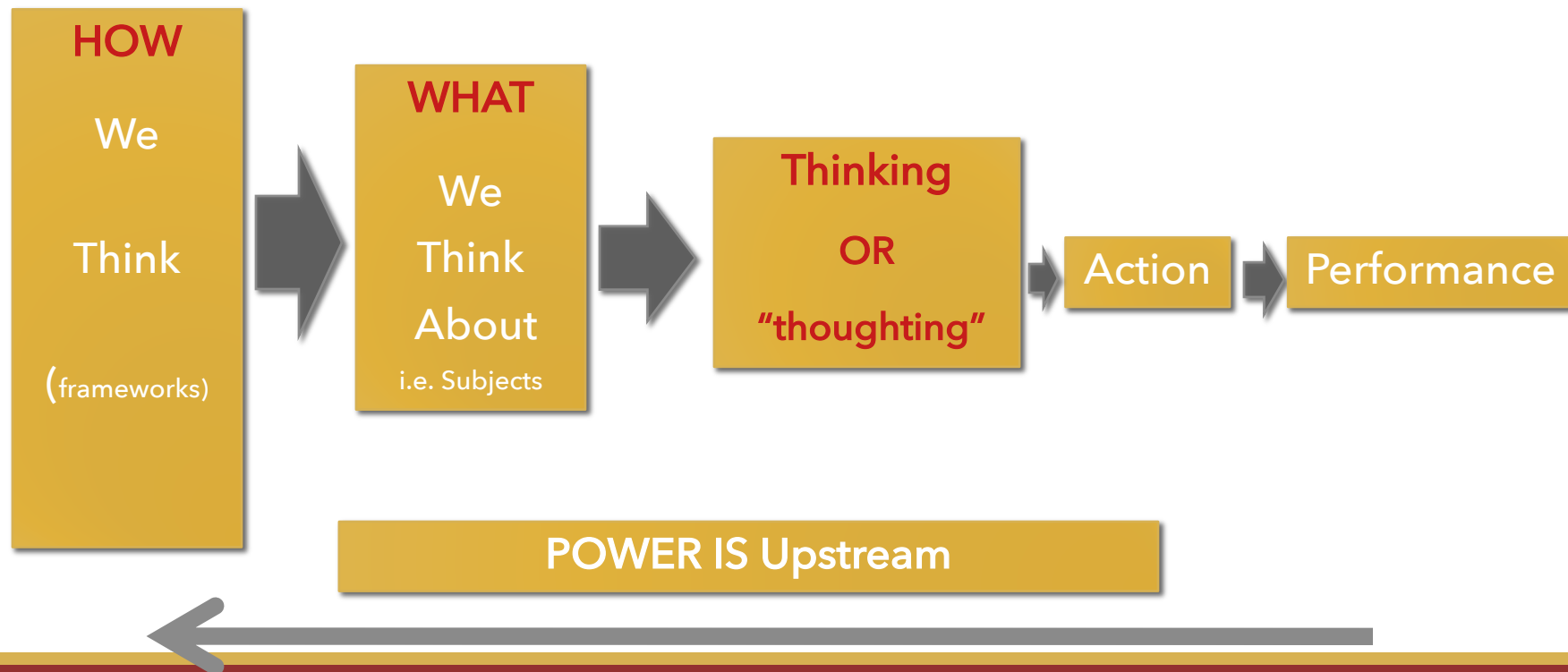
Opening Reflection

Core Source of Conflict, War, hurt feelings, lost customers & markets, decline ability to govern?

_____

Core Source of Love, Intimacy, Long term relationships, Caring, Ecological Health, Cooperation, Justice, Fairness and Equity?

The HOW we Think is the Answer

HOW

We

Think

(frameworks)

→

WHAT

We
Think
About

i.e. Subjects

→

Thinking

OR

"thoughting"

→ Action → Performance

POWER IS Upstream

←

Exercise: Think about someone you ….

..Love and care for: a child, partner in life, parent

First, How do they feel when you applied a set of generic standards and ideals about their behavior, to special occasions. E.g. "wives roles are...," "children should be.."; "children should do.." "older parents are...?"

How do they feel when we we pay attention repeatedly, and try to fix, a shortfall they have to the exclusion of their whole amazing selves. To their aspiration and desire to express themselves. When we fragment them?

How do these affect your relationship and the growth of each of us?

Contrast this with

Exercise: Think about someone you ....

..Love and care for: a child, partner in life, parent

Second, How do they feel when you see them as a unique being who understands them their aspirations, their lives and how they ar4e seeking to live them.

◦ How do they feel when you work with them to develop more skills, mental ability and design fields of energy that support their becoming who they fully can be

◦ How do they respond when you work to help them get the best support, surroundings and opportunities for their personal unique journey and path. They feel you thinking about this on their behalf. And you are right on so much of the time that they feel embraced with your caring for them as a life force?

◦ How do they feel when you engage in a way that you co-create a way to be together, perhaps principles about how to operate, engage and develop?

◦ What do these two polar considerations suggest about the core of sourcing of decline of lives compared to the innovative evolution of lives?

◦ Create two columns. One that has an evolutionary effect. One that has an entropic/devolving effect? Put characteristics in each

The Difference is...

Systems thinking (particular Living Systems Thinking) <u>versus</u> **Elemental Thinking**

◦ Life as evolving co-creatively and intertwined in impacts <u>versus</u> seeing life as made up of separate things (even people at things), events, problems that are unconnected in affects and effects. With "thinging", we objectify Earth, Women, cities, etc. It is a traditional physics view versus a quantum physics view.

◦ And it is pervasive!!!!

◦ Trap: WE think if we put *goodness* in the "Thinging" versus *badness*, we are golden. E.g. be kind, versus be stern. Recycle versus Waste. But both so-called' ideas, when they have the underlying Elemental Thinking are entropic. E.g. be kind to my child, or spouse or neighbor, is still on the thing column.

◦ How does this relate to doing business? Form Principles/Guidelines to test

Carol's Living System Thinking compared to Elemental thinking- Top Four

Elemental Thinking	Living Systems
Generic/Commodity- all the same in a type; Abstract because not connected to a life, e.g. Certifications, competencies, dashboard, ideals, standards, curriculum, models	Specific, unique, lives we know and support, creative on their behalf
Fragmented- see their parts as if dissected mentally, problems, aspects relevant to us and our desires, out of any context; subject based	Lives that are living with aspiration and welcome people who understand us to engage.
Existence to be improved, e.g.	Essence to be creative from with unique potential to that Essence
Flat or Fixed- unchangeable, at a defined level; e.g. high potential, top or low performer, one of type; categorizable.	

Living Systems Thinking Capability- Our work here

Everything we introduce requires the use of and further development of that mind and way of thinking.

- Framework thinking with Systems thinking that keeps us in Living Systems mind
- Reflection on mind at work and state of Being. Able to see our mind and being state as they fluctuate. Including our pervasive cognitive biases.
- Manage of state of Being that pulls us out of Systems Thinking and dumps us into elemental/*thing* Thinking

Restraint, we are programmed, from birth, to do elemental thinking. WE are surrounded by business practices build from non-systems thinking- including most of what you currently use. Have to examine deeply and stop most to create space. Particularly Purpose/Mission Driven companies. Adopted many 'do good' practices thinking they are not like the extractive companies now. Earth needs us to shift to Living Systems thinking, as does democracy.

We mistake better ideas for system/regenerative/sustainable thinking. But idea that are better than some bad ideas are not operating on the right column, just a better answer for the left column. E.g. Deciding to use SERVICE at the place to start seems better than starting with Extract money. But it is not a different mind, still elemental, but seemingly better content. It will not achieve the outcomes we found with our opening exercise. E.g. being of service to our loved one never gets to Unique, Specific, Lives they live, etc. We have only done what Einstein warned against, using the same mind.

Aim: Experimenting with seeing the mind at work to evolve a system's mind.

Six *Nodal* Aspects of Strategy

|	Corporate Direction (Essence, Global Imperatives, Intersection	Pursuits Achieve **Strategic Intentions for Growth**
	Portfolio Differentiation (Buyers, Users, Consumers	

Systems Thinking View of Growth Initiatives- Framework Thinking

Elemental approach

Survey customers for needs and problems. Problem solve for meeting them, spread to other customers as way to improve how we work. (Examine for left hand vs right hand column)

Systems thinking approach: Particular Customer/consumer looked at as a living, aspiring being

Reconciling Question

Activating Question   **Restraining Question**
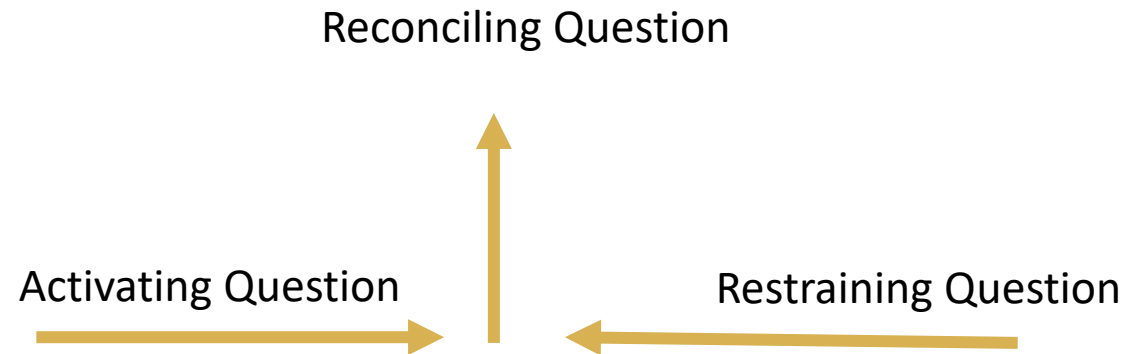
Systems Thinking 3 Types of Growth Initiatives- Framework Thinking

Systems thinking approach: Particular Customer/consumer looked at as a living, aspiring being

Evolution— new form of offering and system in concert with industry evolution; requires singularity and distinctiveness of business and place in the industry (earnings growth)
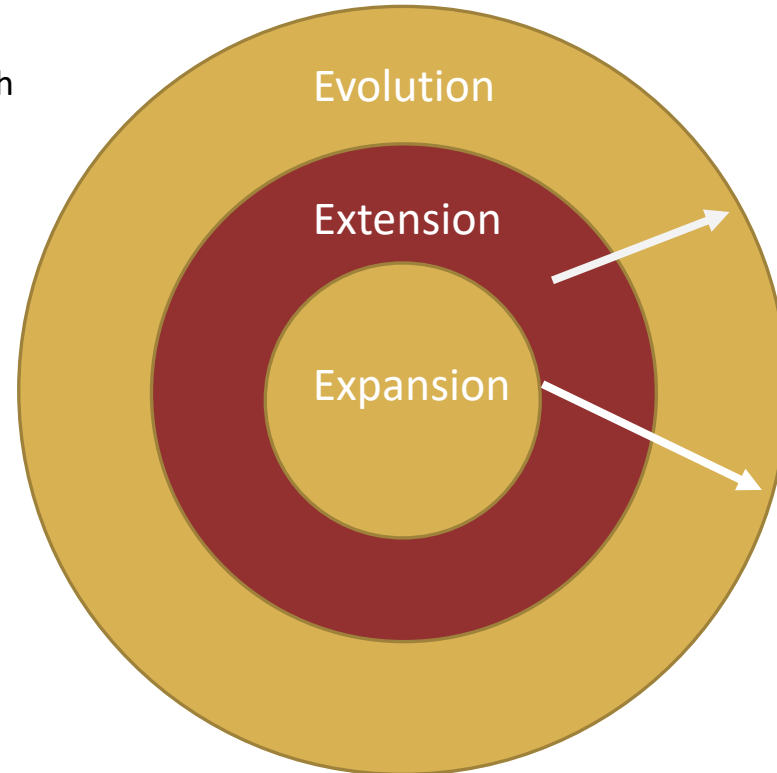
Extension— Higher value markets; system of products differentiated by qualitative characteristics; Earth to Earth alignment of VAP and development of organization & members for higher margin materials and benefits

Expansion— up market share and new customers for same products; Improve the VAP and working of ecosystems members (Cash flow growth

Process: Carol Sanford Institute since 1977

Caveat: **Do not make categories**. *Discover* them by imaging them alive and aspiring.

1. Identity your most persistent **habit** of elemental mind, before beginning, and how to watch for it. (SO/Aim)

2. Examine the history or your own growth as a business. Contrast to other businesses you know somewhat well.

3. What are the implications for your business?

4. Engage in growth exercise

Example: Orchard Hardware

Buyer Nodes Process

The Regenerative Business Summit

Theme: Essence Expression Through Your Business

Where: Fusion of Virtual/Local

November 19, 2019

Be a Champion- Location, Invites, Host

Free attendance of 3 Leaders

We Work—Essence to Essence

ASK YOUR RESOURCE

TRBDC- Next Session

June 14, 2019

11 am- 1 pm PT

Between Sessions- Use Frameworks to engage in exercises, introduce to others and Reflect often. Use Modes of Being & System vs Elemental contrast you created to reflect in meetings, on decisions, and with events.

Engage your organization in today's work! Next week and two weeks out. Build a bi-weekly ritual!