Leading change in a Brexit world

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Introductions

• Alan Arnett
  • Ex-engineer; student of how we work; coach/consultant/entrepreneur.
  • Conversation Architect: I help leaders make new sense of work in a connected, turbulent world, so we can impact the things that matter.

• David Barker
  • Tech social entrepreneur
  • Author of #eSociety: In the Digital Age, No One Should Be Left Behind
  • Recently stood as a councillor in the Square Mile and then as an MP in the General Election
Table introductions

- Name
- Organisation
- “I’d like to learn how to .....”
Uncertain times

Ourselves ...

Handling ...

... Others  ... Situations
Uncertainty and us
We learn from experience
We try stuff
We like some of it
But not all
We remember the differences
We do stuff
We get reactions
We like some of them
But not all
We remember the differences
We develop maps and habits
They help us navigate life
Until our maps are not enough

- Brexit?
- Education?
- AI?
- Social Media?
- Business?
- Economy?
- Tragedies?
- Robots?
- Housing?
- Jobs?
- Environment?
BREATHE!
Why we need maps

Uncertainty/transition

Letting go of old maps, but which ones?

Connecting dots in new ways, but how?

Living with ambiguity – learning to explore and experiment

Based on the work of William Bridges
Transition is messy

Uncertainty triggers our stress response, and we ‘react’, based on hopes and fears

‘Reward’
- Change will be OK
- No change will be OK

‘Threat’
- Change is a risk
- No change is a risk
We need more than reactions

<table>
<thead>
<tr>
<th></th>
<th>Reactive</th>
<th>Healthy</th>
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<tbody>
<tr>
<td>Fight</td>
<td>Argue – for or against</td>
<td>Good boundaries, grounded, assertive</td>
</tr>
<tr>
<td>Flight</td>
<td>Avoid – busyness, blinkered</td>
<td>Disengage when challenge not useful</td>
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<tr>
<td>Freeze</td>
<td>Absent – playing a role, using scripts</td>
<td>Pause, notice, incubate, create</td>
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<tr>
<td>Appease</td>
<td>Agree – to be seen to fit in</td>
<td>Engage, listen, explore, connect</td>
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Reactions and strategies

• Our reactions happen chemically in seconds
• We explain them with stories (about the situation, others, us)
• In the moment:
  • notice, breathe, release, get curious
• Longer term:
  • find the patterns in your reactions and stories
  • develop your resilient, resourceful self
Fine, but how?

• Get down to the essentials – know what matters to you deep down
• Practice noticing when you get ‘grabbed’, and what helps you come back again
• Practice exploring – try new things
Discussion

• What matters to you across contexts?
• What brings you back when you get ‘grabbed’?
Uncertainty and others
The issue is difference

Our maps are different
Our motivations are different
Our reactions are different

That’s natural. It depends how we handle it
Difference as a problem

We fight, flee, freeze, appease

“We have the answer – you’re not listening”
“You need to fix it – you’re not listening”

We all want to be heard, seen and valued
Difference as fuel

We assume no-one has the whole solution
We use different views to build a bigger picture
We get creative – collective intelligence
At a conversational level

Meet
- Enquire
- Share
- Hold
Discussion

• When have you pushed hard and not got the response you wanted?
• When have you been surprised by a conversation with ‘difference’?
The basic dynamic

- Agree where we are
- Agree what’s needed
- Agree approach
- Get started
- Agree where to go
- Agree ‘success’

Plan > Manage > Manage > Manage
The problem with uncertainty

- Lots of opinions
- Few certainties
- Our maps don’t stretch this far
- It’s hard to know what will work
Uncertainty needs a shape

- Clarify
  - What’s working?
  - What’s needed?

- Explore
  - What options?
  - What’s possible?

- Experiment
  - What can we try?
  - How do we test?

- Evolve
  - What can we improve?
With multiple voices

“Divergent”
“Generating”

useful

weird

colliding

“Convergent”
“Developing”
It takes practice

- Clarify
  - What’s working?
  - What’s needed?

- Explore
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  - What can we improve?

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dsc
directory of social change
Discussion

• Where have you seen differences get in the way of exploration?
• What experiments could your organisation benefit from?
Q&A
Thank you 😊
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