

Dagprogramma Tweedaagse Ontmoeting met Margaret Wheatley,
6 en 7 maart 2008 De Eenhoorn Amersfoort

- 09:00-09:30 Ontvangst in de Foyer
Souterrain
- 09:30-11:00 Programma Margaret Wheatley, "How Living systems change"
Ochtendsessie 1 in de Rondeelzaal, begane grond
- 11:00-11:15 Korte onderbreking
- 11:15-12:45 Vervolg programma in de Rondeelzaal
Ochtendsessie 2
- 12:45-13:45 Lunch in de Foyer
Souterrain
- 13:45-15:15 Vervolg programma in de Rondeelzaal
Middagsessie 1
- 15:15-15:30 Korte onderbreking
- 15:30-16:30 Vervolg programma in de Rondeelzaal
Middagsessie 2
- 16:30-17:30 Alleen op 7 maart:
Loterij en afsluitende borrel in de Foyer

Uw badge is uw toegangsbewijs gedurende de 2 ontmoetingsdagen. Na afloop van het programma op 7 maart doet u tegen inlevering van uw badge mee aan de loterij waarbij u een mooie prijs kunt winnen.

“How living systems change”

Daniel Kim en Margaret Wheatley in maart 2008 in Nederland

Inleiding

Op maandag 3 t/m vrijdag 7 maart 2008 organiseert de Stichting Duurzaam Leren twee zeer bijzondere tweedaagse ontmoetingen over leiderschap. Deze Stichting is gericht op het bevorderen van systeemdenken binnen lerende scholen in ons land.

Schoolontwikkeling is nog té vaak gericht op één bepaalde klas, op één vakgebied, op de individuele leraar, op het invoeren van een nieuwe werkwijze of methode. Het grote geheel waarbinnen de verandering plaats vindt, krijgt vaak onvoldoende aandacht. Mede daardoor mislukken innovaties of zijn successen slechts tijdelijk van aard. Duurzame veranderingen in het onderwijs vereisen veranderingen van de context, van het systeem als geheel: de klas, de school, het bestuur, het samenwerkingsverband, de buurt waarin de school ligt. Maar als we systemen in positieve zin willen veranderen, moeten we de complexiteit ervan begrijpen. En juist daar is systeemdenken op gericht: het beter leren begrijpen van onze complexe werkelijkheid. Het is een van de belangrijkste kerncompetenties van leiders, begeleiders en leerkrachten in scholen van deze tijd. Niet alleen voor het tot stand brengen van succesvolle veranderingen, maar ook om onze kinderen deze wijze van denken te leren, zodat ze hun weg vinden in onze steeds complexer wordende samenleving.

Het bevorderen van systeemdenken in het onderwijs is de belangrijkste morele opdracht voor de Stichting Duurzaam Leren. Hun ambitie is dat over enkele jaren deze wijze van denken een plaats heeft in elke klas en elke school in ons land!!

Daniel Kim was voor velen dé verrassing van de zeer druk bezochte conferentie “Systeemdenken en Duurzame Schoolontwikkeling” van februari 2007 in Utrecht. Met name de masterclass die hij gaf op 16 februari 2007 was voor veel deelnemers een onvergetelijke gebeurtenis.

De boeken van Margaret Wheatley “Leadership and the new science” en “Finding our way: leadership for an uncertain time” zijn wereldwijde bestsellers. Margaret legt de relatie tussen onze manier van werken in organisaties en recente ontdekkingen in de natuurkunde, met name in de kwantumfysica.

Margaret Wheatley:

How Living systems change

Margaret Wheatley werd wereldwijd bekend door haar baanbrekende boek “Leadership and the new science”. Zij beschrijft in dit boek hoe wij ons in organisaties nog steeds laten leiden door de principes van oude natuurkunde. In de tweedaagse in maart verkent ze samen met de deelnemers hoe we leiders kunnen worden die de wereld van vandaag nodig heeft.

Daarbij gelden twee belangrijke kaders: levende systemen en de nieuwe natuurkunde.

Onze huidige wijze van werken in organisaties is gebaseerd op het machinedenken uit de tijd van Isaac Newton. Hij zag de wereld als een klok, een machine. Een manier van denken en

werken die tijdens de industriële revolutie verder werd geperfectioneerd en die een grote invloed had op de manier waarop ook scholen werden ingericht.

Er is in onze tijd een andere manier nodig om menselijk gedrag te beïnvloeden en te organiseren. Deze benadering lijkt nieuw, maar is de oudste benadering die we kennen: leren van de natuur. Onze huidige manier van werken staat grotendeels haaks op wat de natuur ons leert. Organisaties en hun leiders kenmerken zich nog steeds door macht, controle, regels en protocollen. We maken gebruik van emoties als angst en eigenbelang. Het gevolg daarvan is vaak frustratie, onzekerheid, stress en een groot gebrek aan passie en innerlijke betrokkenheid.

Aan deze machinebenadering liggen diepe collectieve mentale modellen ten grondslag:

- mensen zijn alleen gemotiveerd door eigenbelang;
- we bestaan als individu en we zijn niet onderling afhankelijk;
- hiërarchie en bureaucratie zijn noodzakelijk om alles goed te laten verlopen;
- mensen werken het beste als er sprake is van veel regels en controle.

Als deze benadering niet werkt, doen we hetzelfde, maar dan intensiever: we sturen nóg meer aan (een overduidelijke machineterm). We stoppen mensen in een keurslijf door gedetailleerde taakomschrijvingen waardoor ieder "zijn eigen ding doet".

Als we onze organisaties zien als machines, geven we de meest essentiële zaken van ons menszijn op. We negeren de mens achter de medewerker; we besteden geen aandacht aan passie, medeleven, verbondenheid, vriendschap, intelligentie en creativiteit.

Mislukkingen van deze aanpak wijten we vervolgens aan twee oorzaken:

- "ze willen niet": we gaan op zoek naar schuldigen die niet gemotiveerd zijn, niet geïnteresseerd, geen verantwoordelijkheidsgevoel hebben, niets willen en overal alleen maar tegen zijn.
- "slecht leiderschap": verkeerde strategieën, niet strak genoeg aangestuurd,, niet goed gepland.

Leiders stellen zich hierdoor vaak twee vragen:

1. Hoe krijg ik ze zo gek?
2. Hoe controleer ik of ze ook doen wat besloten is? Vandaar de term "medewerker"

Bij een machine is het niet wenselijk als onderdelen zelf gaan denken en "gekke dingen" gaan doen. Mensen handelen echter niet als machines. Hun vrijheid en creativiteit valt niet te controleren of aan te sturen. Hoe meer sturing, hoe minder bezieling en passie.

We hebben een nieuwe benadering nodig: vieren van het menselijk leven in plaats van het weg organiseren ervan zoals we nu doen. Er is in onze tijd een hernieuwde belangstelling voor zingeving, bestemming, moed, spiritualiteit, integriteit en het zien van de samenhang in onze wereld. In de moderne natuurkunde ontdekken we dat onze wereld bestaat uit relaties en samenhang. We kunnen onszelf gebruiken om het universum te begrijpen: we begrijpen de wetten van de natuur immers door naar onszelf te kijken.

Levende systemen kenmerken zich onder meer door drie aspecten:

1. streven naar autonomie en creativiteit: zelf-organisatie
2. onderlinge afhankelijkheid en relaties: onafhankelijkheid is een politiek begrip, geen biologisch.
3. verscheidenheid: de natuur heeft een soort liefdesverhouding met verscheidenheid.

We willen organisaties die zich gedragen als levende systemen, maar we weten ze slechts te behandelen als machines.

Leiding geven vanuit deze principes vergt een geheel nieuwe benadering. Daarvoor is noodzakelijk dat er nieuwe collectieve mentale modellen worden ontwikkeld over leiding geven in organisaties van de 21^e eeuw. Kenmerken van dergelijk leiderschap zijn: vertrouwen hebben in mensen, stimuleren van inventiviteit, voortdurend werken aan relaties en verbondenheid, aandacht schenken aan moreel besef en dienstbaarheid, stimuleren van mensen om het beste te geven voor de gemeenschap waar we deel van uitmaken.

Het programma van 6 en 7 maart

Margaret Wheatley geeft de volgende beschrijving van haar programma.

"Ik zal me vooral richten op de manier waarop we systeemdenken kunnen inzetten om te komen tot de gewenste veranderingen in organisaties en tot veranderingen in onze eigen systemen."

Margaret zal onder meer aandacht besteden aan het grote belang van de drie domeinen van levende systemen: identiteit, informatie en relaties

Aan de deelnemers wordt gevraagd te reflecteren op ontwikkelingen in de eigen organisatie en de interventies die ze rond deze drie domeinen (kunnen) doen.

Ze zal een inleiding houden over het initiëren en begeleiden van duurzame en gezonde veranderingsprocessen. Daarbij ligt onder meer het accent op het scheppen van mogelijkheden tot actieve en betekenisvolle deelname van alle betrokkenen in het systeem. Margaret zal verder met de deelnemers haar ideeën over grootschalige veranderingen verkennen: "How the world changes from small beginnings".

Tenslotte een letterlijk citaat:

"I very much want to inspire people to realize that the work is theirs to do, that they must learn how to create together, that the problems cannot be solved by a government or external authority, that it's up to them to create the changes they want to see in the world."

It's Just Our Turn To Help The World

Margaret Wheatley, ©2006

Several years ago, I read of a Buddhist teacher who offered his encouragement to a group that was filled with despair over the state of the world. His advice was simple, profound and placed things in historical context: "It's just our turn to help the world." What I love about this statement is that it reminds us of other times and other people who stepped forward to help create the changes that were necessary. We do live in an extraordinary era when, for the first time, humans have altered the planet's ecology and created consequences which are just beginning to materialize in frightening ways. But throughout human existence, there have always been people willing to step forward to struggle valiantly in the hope that they might reverse the downward course of events. Some succeeded, some did not. But as we face our own time, we need to remember that we stand on very firm and solid shoulders.

In my own work with local communities around the planet, I've learned to define leadership quite differently than the norm. A leader is anyone willing to help, anyone who sees something that needs to change and takes the first steps to influence that situation. It might be a parent who intervenes in her child's school; or a group in a rural village in Africa who decides to put in a well for fresh water; or a worker who refuses to allow mistreatment of others in his workplace; or an individual who rallies his or her neighbors to stop local polluters. Everywhere in the world, no matter the economic or social circumstances, I see people stepping forward to make a small difference. They are impelled to act in spite of themselves; they often describe their actions as "I couldn't not do it." Others observe what they do and label them as courageous, but those who step forward never feel courageous. They just did what felt like the right thing to do.

Because a leader is anyone willing to help, we can celebrate the fact that the world has an abundance of leaders. Some people ask, "where have all the good leaders gone?" But when we worry that there's a deficit of leaders, we're just looking in the wrong place. We need to look locally. And we need to look at ourselves. Where have we been willing to step forward for the issues that we care about?

Every great change initiative in the world begins with the actions of just a few people. Even those that win the Nobel Peace Prize. I've looked at the history of several of these prize-winning efforts, and one phrase always pops up as the founders describe how they began. Their laudable efforts began not with plans and official permission, but when "some friends and I started talking." I recently listened to Wangari Matai, winner of the 2004 Nobel Peace Prize for her work in planting over thirty million trees in Kenya and east Africa. Her first efforts were with a few local women, and they planted seven trees, five of which died. But they learned from that experience, spread the learning to their villages, then to other networks, and ten years later, thirty million trees are flourishing. Villages now have clean water and local firewood, creating improved health and community vitality. And it all began "when some friends and I started talking."

This is how the world changes. Individuals have an idea, or experience a tragedy, or want to resolve an injustice, and they step forward to help. Instead of being overwhelmed and withdrawing, as many of us do these days, here are people who decided to act locally. They didn't know at the beginning where it would end up. They didn't spend a great deal of time planning and getting official support. They began, they learned from their mistakes, they kept going. They followed the energy of Yes! rather than accepting defeat. This is how the world always changes. And this is how we must act now to respond to the frightening issues of these times, to reverse our direction, to restore hope to the future.

I carry with me a vision of what would be possible if more of us were willing to help, if we simply said "no" to what disturbs us, if we took a stand, if we refused to be cowed or silenced. My heroes are the Ukrainians. They set a standard in their 'Orange Revolution' in late 2004 that has now inspired citizens to protest for what they need in many different countries as dispersed as Ecuador and Nepal. They refused to give in or to stop protesting until they got what they needed. Why couldn't we do the same? What will be our response to the destructive behaviors, the injustices and the suicidal decisions that characterize this time? Do we realize that its just our turn to help the world?

I Want to Be a Ukrainian

Meg Wheatley ©2005

When I come of age,
When I get over being a teen-ager
When I take my life seriously
When I grow up

I want to be a Ukrainian.

When I come of age
I want to stand happily in the cold
for days beyond number,
no longer numb to what I need.

I want to hear my voice
rise loud and clear above
the icy fog, claiming myself.

It was day fifteen of the protest, and a woman standing next to her car was being interviewed. Her car had a rooster sitting on top of it. She said "We've woken up and we're not leaving till this rotten government is out." It is not recorded if the rooster crowed.

When I get over being a teen-ager
when I no longer complain or accuse
when I stop blaming everybody else
when I take responsibility

I will have become a Ukrainian

The Yushchenko supporters carried bright orange banners which they waved vigorously on slim poles. Soon after the protests began, the government sent in thugs hoping to create violence. They also carried banners, but theirs were hung on heavy clubs that could double as weapons.

When I take my life seriously
when I look directly at what's going on
when I know that the future doesn't change itself
that I must act

I will be a Ukrainian.

"Protest that endures," Wendell Berry said, "is moved by a hope far more modest than that of public success: namely, the hope of preserving qualities in one's own heart and spirit that would be destroyed by acquiescence.

When I grow up and am known as a Ukrainian
I will move easily onto the streets
confident, insistent, happy to preserve the qualities
of my own heart and spirit.

In my maturity, I will be glad to teach you
the cost of acquiescence
the price of silence
the peril of retreat.

"Hope," said Václav Havel, "is not the conviction that something will turn out well, but the certainty that something makes sense regardless of how it turns out."

I will teach you all that I have learned
the strength of fearlessness
the peace of conviction
the strange source of hope

and I will die well, having been a Ukrainian.

Margaret Wheatley writes, teaches, and speaks about how we might organize and accomplish our work in chaotic times. She invites us to attend to the quality of our relationships to weather the increasing turbulence. She knows that whatever the problem, community is the answer. She is co-founder and President emerita of The Berkana Institute, a charitable global foundation that connects and supports pioneering, life-affirming leaders around the world who strengthen their communities by working with the wisdom and wealth already present in its people, traditions and environment. (www.berkana.org) She has written four books :Leadership and the New Science (in twenty languages and third edition), Turning to One Another: Simple Conversations to Restore Hope to the Future, A Simpler Way and, most recently, Finding Our Way: Leadership for an Uncertain Time. Her numerous articles appear in both professional and popular journals and may be downloaded free from her website. www.margaretwheatley.com

Journeying to a New World

© Margaret J. Wheatley

Note: This is an adaptation of the Epilogue in *Leadership and the New Science*, Second Edition, San Francisco: Berrett-Koehler, 1996

I first wrote these thoughts in 1995. Twelve years later, I'm still trying to come to terms with the experience of seeing, feeling, tasting and working earnestly from a new paradigm while living in the old one. And I'm more concerned than ever that we understand how crucial it is that we stay together and support one another.

I was in this work a few years before I was able to identify its real nature. I realized that I and others weren't asking people simply to adopt some new approaches to leadership or to think about organizations in a few new ways. What we were really asking, and what was also being asked of us, was that we change our thinking at the most fundamental level, that of our world view. The dominant world view of Western culture – the world as machine – doesn't help us to live well in this world any longer. We have to see the world differently if we are to live in it more harmoniously.

Once I understood the nature of the work, it helped me relax and be more generous. I learned that people get frightened if asked to change their world view. And why wouldn't they? Of course people will get defensive; of course they might be intrigued by a new idea, but then turn away in fear. They are smart enough to realize how much they would have to change if they accepted that idea. I no longer worry that if I could just find the right words or techniques, or describe multiple case studies, I could convince people. I no longer expect a new world view to be embraced quickly; I don't know if I'll see it take root in my lifetime. I also know that people are being influenced from sources far beyond anyone's control. I know many people who've been changed by events in their lives, not by words they read in a book.

These people have been changed by life's great creative force, chaos. One of the gifts offered by this new world view is a clearer description of life's cyclical nature. The mechanistic world view promised us lives of continual progress. Since we were in control and engineering it all, we could pull ourselves straight uphill, scarcely faltering. But life doesn't work that way, and this new world view confirms what most of us knew – no rebirth is possible without moving through a dark passage. Dark times are normal to life; there's nothing wrong with us when we periodically plunge into the abyss.

Over the past years, nudged by the science, I have come to know personally that the journey of newness is filled with the black potholes of chaos. The science has restrained me from trying to negotiate my way out of dark times with a quick fix. But even though I know the role of chaos, I still don't like it. It's terrifying when the world I so carefully held together dissolves. I don't like feeling lost and emptied of meaning. I would prefer an easier path to transformation. But even as I experience their demands as unreasonable, I know I am in partnership with great creative forces. I know that chaos is a necessary place for me to dwell occasionally. So I have learned to sit with these dark moments – confused, overwhelmed,

only faintly trusting that new insights will appear. I know that this is my only route to new ways of being.

The more I contemplate these times, when we truly are giving birth to a new world view, the more I realize that our culture has to take this journey through chaos. The old ways are dissolving, and the new is only beginning to show itself. To journey through chaos, we must engage with one another differently, as explorers and discoverers. I believe the passage is possible only if we claim these roles. We need to realize that no single person or school of thought has the answer, because what's required is far beyond isolated answers. We need to realize that we must inquire together to find the new. We need to turn to one another as our best hope for inventing and discovering the worlds we are seeking.

Being an explorer is unnerving and filled with risk. I keep hoping that someone, somewhere, really does have the answer. But I know that, in this voyage to a new world, you and I have to make it up as we go along, not because we lack skills or expertise, but because this is the nature of reality. Reality changes shape and meaning as we're in it. It is constantly new. We are required to be there, as active participants. It can't happen without us, and nobody can do it for us.

If we take seriously the role of explorer and inventor, we'll realize how much we need each other. In this time of chaos, the potential for disaster is as strong as for new possibilities. How will we navigate these times?

The answer is, together. We need each other differently now. We cannot hide behind any old boundaries or hold onto the belief that we can make it on our own. We need each other to test out ideas, to share what we're learning, to help us see in new ways, to listen to our stories. We need each other to forgive us when we fail, to trust us with their dreams, to offer their hope when we've lost our own.

I crave companions, not competitors. I want people to sail with me through this puzzling and frightening world. I expect to fail at moments on this journey, to get lost – how could I not? And I expect that you too will fail. Even our voyage is cyclical – we can't help but move from old to new to old. We will vacillate, one day doing something bold and different, excited over the progress, the next day, back to old behaviors, confused about how to proceed. We need to expect that we will wander off course and not make straight progress to our destination. To stay the course, we need patience, compassion, and forgiveness. We need to require this of one another. It will help us be bolder explorers. It might keep us from going mad.

This is a strange world and it promises only to get stranger. Niels Bohr, the great quantum physicist, once said that great ideas, when they appear, seem muddled and strange. They are only half-understood by their discoverer and remain a mystery to everyone else. But if an idea does not appear bizarre, he counseled, there is no hope for it. So we must live with the strange and the bizarre, directed to unseen lands by faint glimmers of hope. Every moment of this journey requires that we be comfortable with uncertainty and appreciative of chaos'

role. Every moment requires that we stay together. After all is said and done, we have the gift of each other. We have each other's curiosity, wisdom, and courage. And we have Life, whose great ordering powers, if we choose to work with them, can make us even more curious, wise and courageous.

Margaret Wheatley writes, teaches, and speaks about how we might organize and accomplish our work in chaotic times. She invites us to attend to the quality of our relationships to weather the increasing turbulence. She knows that whatever the problem, community is the answer. She is co-founder and President emerita of The Berkana Institute, a charitable global foundation that connects and supports pioneering, life-affirming leaders around the world who strengthen their communities by working with the wisdom and wealth already present in its people, traditions and environment. (www.berkana.org) She has written four books :Leadership and the New Science (in twenty languages and third edition), Turning to One Another: Simple Conversations to Restore Hope to the Future, A Simpler Way and, most recently, Finding Our Way: Leadership for an Uncertain Time. Her numerous articles appear in both professional and popular journals and may be downloaded free from her website. www.margaretwheatley.com Wheatley received her doctorate in Organizational Behavior and Change from Harvard University, and a Masters in Media Ecology from New York University. She has been a global citizen since her youth, serving in the Peace Corps in Korea in the 1960s. She was a practicing consultant for 30 years to a very wide variety of organizations on all continents.

