

Regulation 2.0

24 March 2020

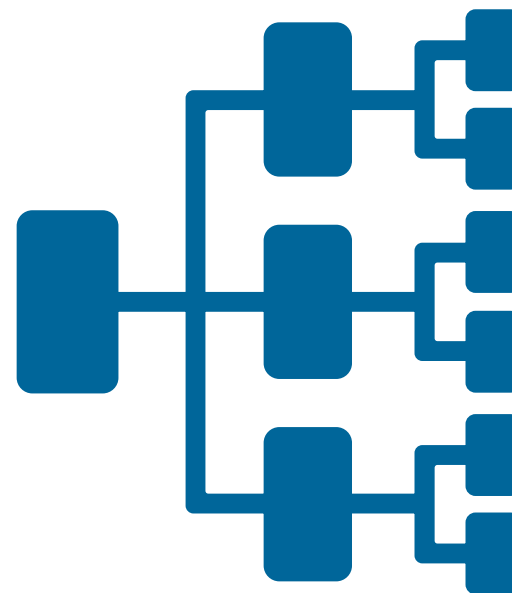
Complexity changes the nature of problems and problem solving

Simple



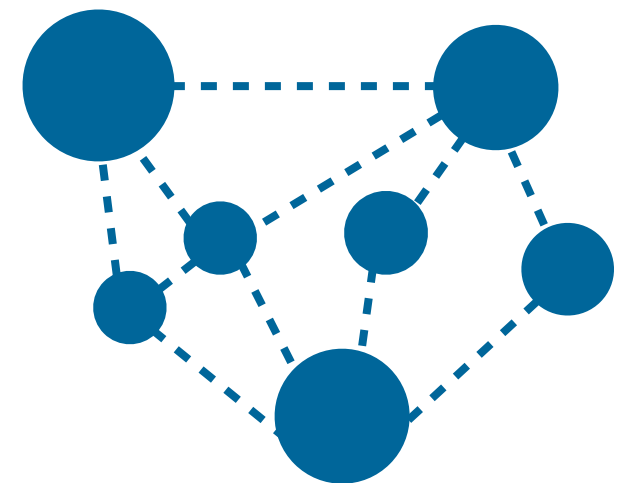
Cause & Effect

Complicated



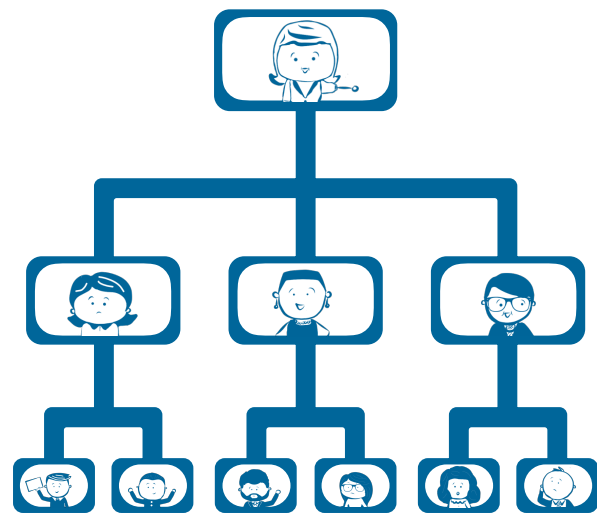
Root Cause(s)

Complex

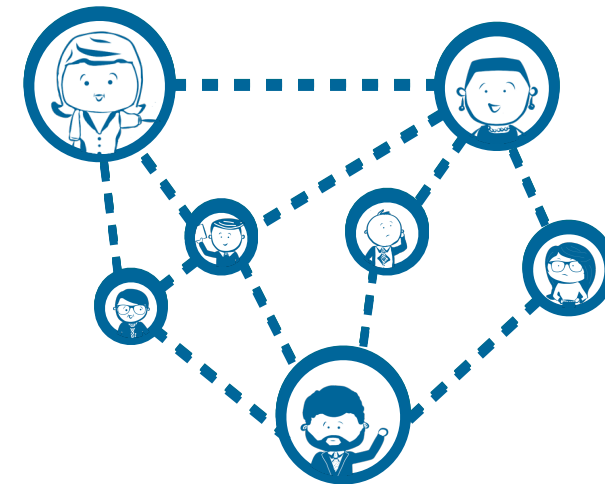
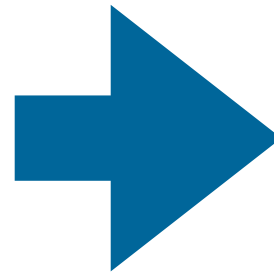


Causes <> Effects

It changes how we need to organise and behave

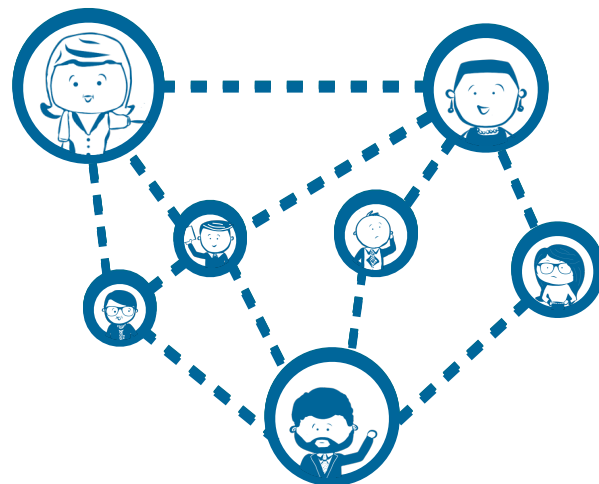


Specify and Control



Sense and Respond

It requires our better selves to come to forward



Sense and Respond

equalising power; genuine co-production

listening

mutuality

clarifying what matters to us and to others

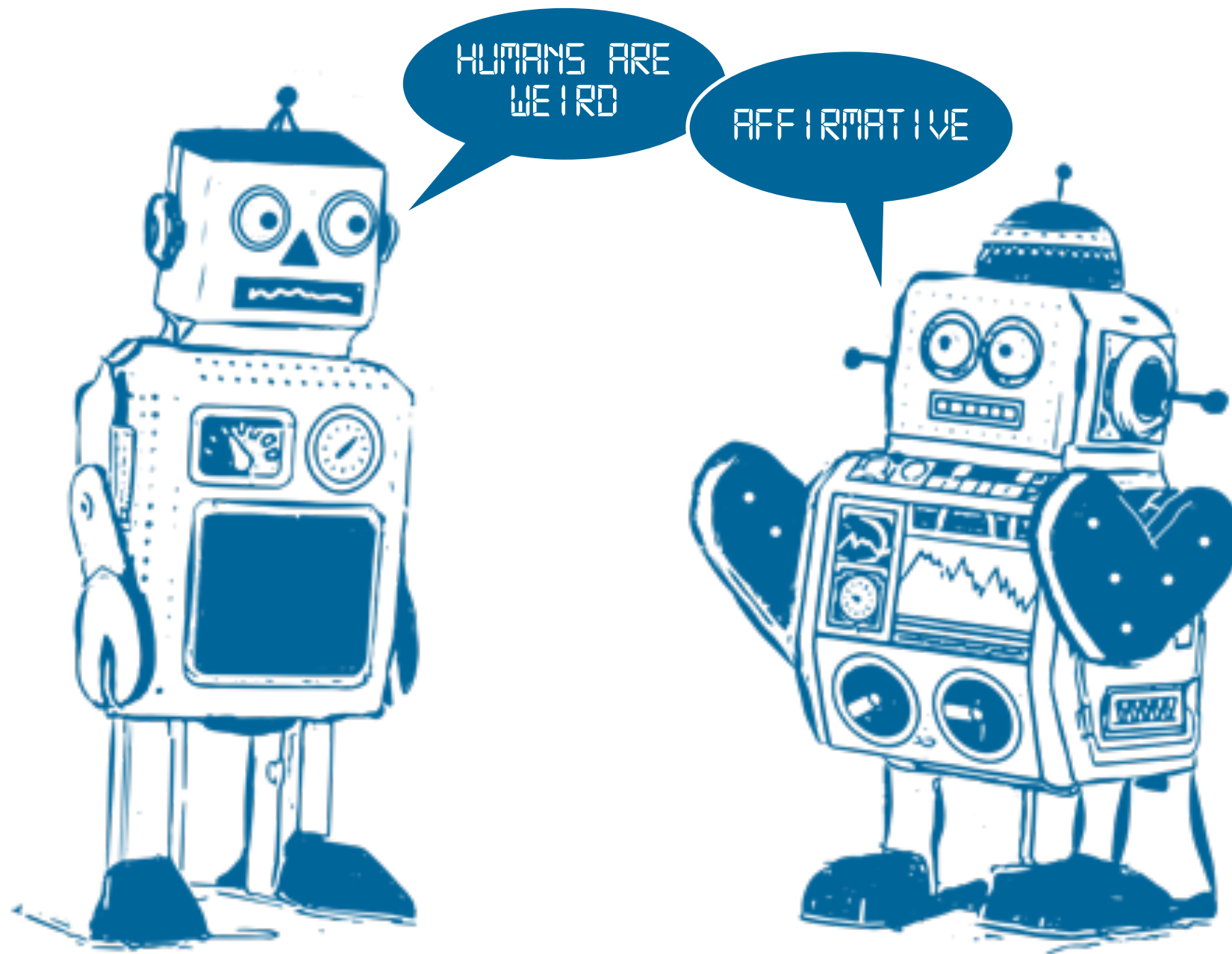
valuing alternative viewpoints

co-creating how success is defined and how it will be delivered

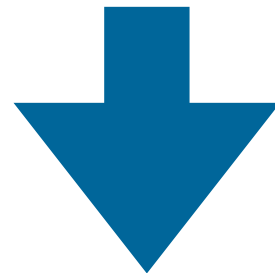
empathy; understanding and valuing the needs and perspectives of others; a focus on integrating these with our goals

being adaptive on "how",
not fixed to "one best way"

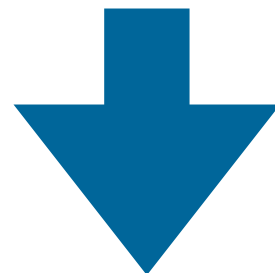
But...



Uncertainty

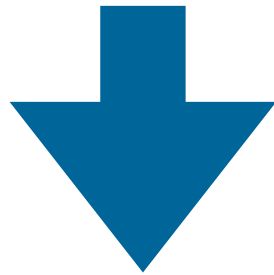


Anxiety

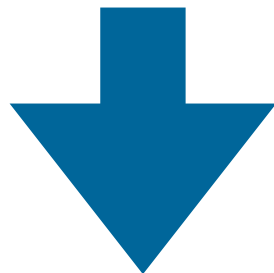


Pathology

Uncertainty



Anxiety



Pathology

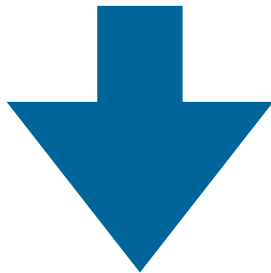
Complexity

is

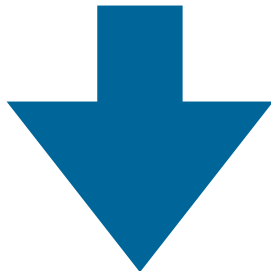
relentlessly

uncertain

Uncertainty



Anxiety



Pathology

leveraging power; trading this for that
telling
self-protection and self-promotion
clarifying what's expected of others; presenting what we think others want to hear or see
birds of a feather
objective setting and checking for compliance
antipathy to the needs and perspectives of others; a focus on results against given (not chosen) measures
keep "the plan" on track; deliver "best practice"



leveraging power; trading this for that

telling

self-protection and self-promotion

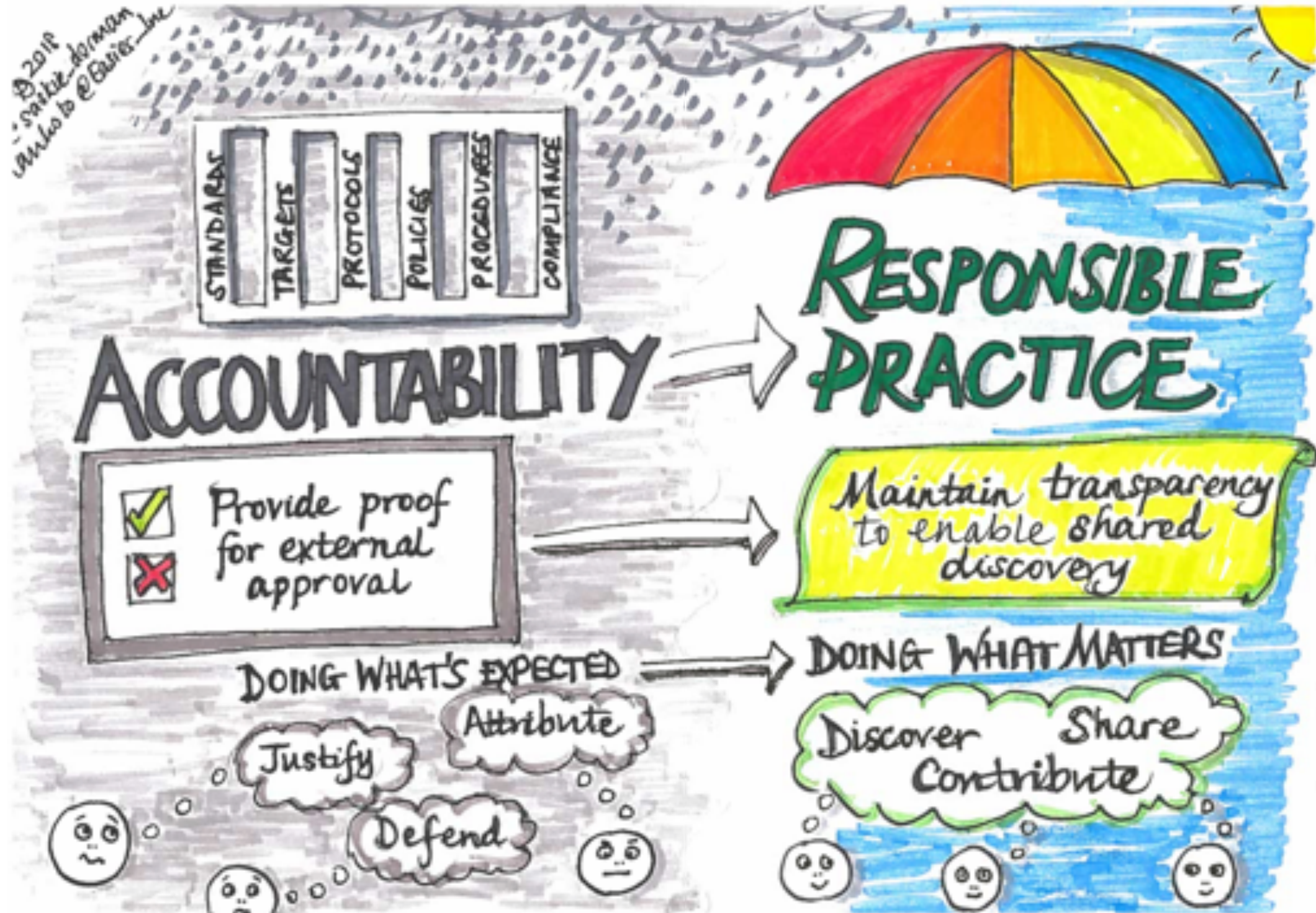
clarifying what's expected of others;
presenting what we think others want to hear or see

birds of a feather

objective setting and checking for compliance

antipathy to the needs and perspectives of others;
a focus on results against given (not chosen) measures

keep "the plan" on track; deliver "best practice"



Locus of Control

External

Internal

Intra-ternal

Locus of Control

1. What work we do
2. How we do it
3. How we evaluate it

From...

Leading
for
Followership

To...

Leading
for
Fellowship

From...

Providing
Evaluative
Feedback

To...

Supporting
Accurate
Reflection

Pathological or Generative?

Sense Making	Pathological	Generative
Score Keeping	Pathological	Pathological
	Apart From	A Part Of

5 Key Opportunities for Generative Conversations

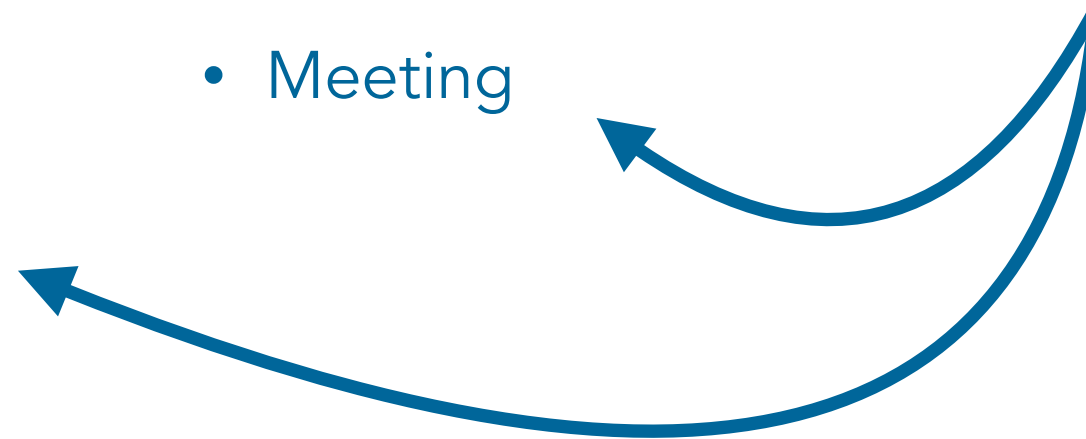
CHECK IN

- Process*
- Progress
- Personal

CHECK OUT

- Meeting

CHECK THAT



**Performance*

STEP 1: REFLECT

MODE: Empathetic listening

FOCUS: Discovering the who behind the why behind the what

- Facts, Feelings & Needs
- No Challenge or Judgement
- Clarifying & Focusing In
- Noticing & Exploring Emotions
- Summarising & Playing Back

STEP 2: REFRAME

MODE: Non-evaluative (reflective) feedback

FOCUS: Blindspots and energy to act; emphasis on empiricism, empathy and mutuality

- Views of Others (alternative facts, feelings & needs)
- Views of Success (win-lose / win-win)
- Sources of friction
- Energy to Act

STEP 3: RESPOND

MODE: Generative listening

FOCUS: Leveraging the energy to act, making concrete

- Ways Forward
- Favoured Way Forward
- Definition of Done
- Next Actions & Timeline
- Support Needs

From...

(Sometimes)

Being

Perceived

As A **Brake**

On Innovation

To...

(Systematically)

Being

Experienced

As An **Accelerator**

Of Effective Practice

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