

LEAD FOR THE FUTURE

A Collaborative Leadership Project

Convened by SVS Consulting Services
& Partners in Change



Do you..

~ Believe in the **wisdom and potential** of people at all levels of organizations and communities – but entrenched systems and power dynamics leave you wondering whether collaboration is **practical and attainable**?

~ Want to **develop a new leadership model** – one that is collaborative, creative, and will directly **impact the real and complex issues** you face every day?

~ Have a compelling desire to **make changes** in yourself, your organization and your community?

~ Want to **renew and revitalize yourself** in the beautiful surroundings of the California wine country, as you develop and integrate concrete **leadership skills and tools** that will benefit you, your organization and community?

If your answer is **YES**, then please join us for the first **Inquiry Group** of the newly formed **Collaborative Leadership Project**.

“The significant problems we have cannot be solved at the same level of thinking we were at when we created them.”

— Albert Einstein

COLLABORATIVE LEADERSHIP IS ROOTED IN DEMOCRACY AND PARTICIPATION, AND IN THE BELIEF THAT THE COMPLEXITY OF TODAY’S PROBLEMS CAN ONLY BE SOLVED THROUGH A COLLABORATIVE LEADERSHIP PROCESS.

We know there are many of you who are already making a difference by using collaborative methods. We offer you some structure (but not *too* much) and a place far from your daily routine, where you can come together with like-minded people to explore **and advance** the topic of Collaborative Leadership.

We **convene this Project** in the hope of furthering the work you are already doing. Our intention is to create a process whereby each of you will contribute to the development of a leadership model that you will then be able to apply in your own work.

THIS PROJECT CAME ABOUT THROUGH OUR YEARS OF WORKING WITH PEOPLE WHO ARE BRINGING COLLABORATIVE PRINCIPLES INTO THEIR ORGANIZATIONS AND COMMUNITIES. IT IS A TOPIC CLOSE TO OUR HEARTS AND MINDS, ONE THAT WE FEEL PASSIONATE ABOUT.



We have created a rich, unique and supportive environment to explore **Collaborative Leadership**. We begin with the initial Convening Question which will evolve as we work together:

**“HOW CAN WE EXPAND OUR LEADERSHIP CAPACITIES
BY FURTHERING OUR UNDERSTANDING AND APPLICATION OF COLLABORATIVE LEADERSHIP?”**

We will use a process called **Collaborative Inquiry**, which is congruent with and *models* the values of **Collaborative Leadership**. We start with the basic principles and values of **Collaborative Leadership**, and what happens from there depends on *your* experience and participation.

IN THE SPIRIT OF EXPLORERS AND PIONEERS, WE INVITE YOU TO JOIN US ON THIS QUEST!

The Menu

- **VALUES ASSESSMENT:** PRIOR TO THE FIRST FACE-TO-FACE SESSION, YOU WILL COMPLETE THE **LIFE JOURNEY MAP™** VALUES MEASUREMENT TOOL (ONLINE) AND RECEIVE A ONE AND A HALF HOUR COACHING SESSION WITH ONE OF THE CONVENERS. YOU WILL ALSO DO SOME LIMITED READING. THESE STEPS WILL BE COMPLETED BY MARCH 11, 2004.
- **FACE-TO-FACE SESSIONS:** A TOTAL OF FIVE ALL DAY FACE-TO-FACE SESSIONS IN SPRING 2004: MARCH 25 & 26, APRIL 30, AND JUNE 10 & 11, 2004. THE SESSIONS WILL FOCUS ON THE CONVENING QUESTION. WE HAVE SELECTED THE **NICHOLSON RANCH** IN THE SCENIC, REJUVENATING CALIFORNIA WINE COUNTRY AS OUR WORK VENUE.
- **ACTION CYCLES:** YOU WILL FURTHER YOUR LEARNING THROUGH ACTION IN BETWEEN THE FACE-TO-FACE SESSIONS. THE ACTION CYCLES ARE SUPPORTED THROUGH OUR ON-LINE LEARNING COMMUNITY, JOURNAL KEEPING, READINGS, AND COACHING. THE ACTION CYCLES WILL ALLOW YOU TO:
 - DEVELOP AND PRACTICE NEW SKILLS AND STRATEGIES.
 - INDIVIDUALLY EXPLORE THE CONVENING QUESTION.
 - DEEPEN YOUR LEARNING THROUGH DIRECT PERSONAL EXPERIENCE.
- **ON-LINE LEARNING COMMUNITY:** THE **WEEKLY** ON-LINE FORUM PROVIDES ANOTHER AVENUE FOR COMMUNITY AND LEARNING WITH YOUR CO-PARTICIPANTS. IT IS POWERED BY **THEKNOWLEDGELAB.NET**. IT WILL GIVE YOU AN OPPORTUNITY TO APPLY THE SKILLS OF **COLLABORATIVE LEADERSHIP** AND TO SUPPORT EACH OTHER BETWEEN SESSIONS.
- **POST REFLECTION:** A ONE HOUR COACHING SESSION WITH ONE OF THE CONVENERS AND A ONE PAGE REFLECTION PAPER. THIS WILL GIVE YOU THE OPPORTUNITY TO ASSESS YOUR LEARNING AND DEVELOP AN ACTION PLAN FOR YOUR NEXT PHASE OF LEARNING AND PRACTICE.
- **RESEARCH:** OUR WORK TOGETHER WILL PROVIDE IMPORTANT INFORMATION TO FURTHER THE LEARNING OF THIS AND FUTURE INQUIRY GROUPS. YOU WILL CONTRIBUTE TO AND RECEIVE A COPY OF THE SUMMARY AND FINDINGS.
- **CELEBRATION:** THE THEME OF CELEBRATION WILL BE INTEGRATED INTO THE DESIGN OF THE PROGRAM AND INCLUDES FOODS GATHERED FROM THE BOUNTY OF **SPRING**; THE BEAUTY OF THE **WINERY**; AND WINE EDUCATION AND TASTING.

What is Collaborative Leadership?

Borrowing from the principles of engagement put forth by Dick Axelrod in *Terms of Engagement: Changing the Way We Change Organizations* (2000), we believe that Collaborative Leadership:

- **WIDENS THE CIRCLE OF INVOLVEMENT**
- **CONNECTS PEOPLE TO EACH OTHER AND TO IDEAS**
- **CREATES COMMUNITIES FOR ACTION**
- **EMBRACES DEMOCRACY**

Leaders who successfully utilize these deceptively simple yet critical principles foster environments that are able to respond appropriately to our complex, rapidly changing business, societal and global circumstances.

We have created a Project dedicated to the exploration and development of this new model of **Collaborative Leadership**.

What is Collaborative Inquiry?

We use the term **Collaborative Inquiry** to refer to a specific strategy that belongs to the family of experience-based action learning strategies. We will use this process throughout the Project. A central principle of Collaborative Inquiry is that the foundation of all learning is direct, personal experience (rather than learning “about” something). Our definition is shared with that of adult educators: “Collaborative Inquiry is a systematic process [for learning from personal experience] consisting of repeated episodes of reflection and action through which a group of peers strives to answer a question of importance to them.” (Yorks & Kasl, *Collaborative Inquiry as a Strategy for Adult Learning*, special issue of *New Directions for Adults in Continuing Education*, 2002).

Collaborative Inquiry has been used by diverse groups such as general practitioners who formed the British Holistic Medical Association; a community outreach program that shifted power to the members and resulted in a dynamic peer counseling program; a group of educators who developed new practices that involved the students and community in a more exciting and sustained way; and nurse managers designing new work practices to create a mutually respectful and cohesive workplace. The results are sustainable and creative change that stem from the experiences and commitment of the people themselves.

*“People can’t live with change if there’s not a changeless core inside them.
The key to the ability to change is a changeless sense of who you are,
what you are about, and what you value.”*

— Stephen Covey

The Importance of Values

Values are the concepts that bring meaning to our lives and create our world views. While change may be initiated by an external event, the outcome is shaped by the values that individuals and groups hold and use to understand the event and guide their behavior. You will have the opportunity to understand and explore how your values influence your leadership.

We will be using the **LIFE JOURNEY MAP™** which is a values measurement tool and an educational methodology for effecting meaningful change at the individual, group, and cultural level. The tool is grounded in extensive research and based on 130 values that you will prioritize in a simple-to-take online process.

For more information about the **LIFE JOURNEY MAP™** tool, go to www.ljmap.com.

Who Will Benefit?

We invite program participants who want to:

- ACT IN CLOSER ALIGNMENT WITH THEIR VALUES THAT SUPPORT COLLABORATIVE LEADERSHIP.
- TAKE A DIFFERENT APPROACH FROM “EXPERT-DRIVEN” WORKSHOPS.
- BE FULLY COMMITTED CO-LEARNERS.
- PARTICIPATE IN PERSONAL EXPLORATION AND DEVELOPMENT.
- EXPERIMENT WITH A VARIETY OF LEARNING STRATEGIES.
- MOVE OUTSIDE THEIR COMFORT ZONE AND EXPLORE THE NATURAL LEARNING RHYTHMS OF CLARITY AND CHAOS.
- ENGAGE IN A DEMOCRATIC PROCESS WHERE PEOPLE COME FROM DIVERSE SOURCES OF POWER AND DIFFERENT WAYS OF THINKING.

Outcomes

By joining with us in this process of inquiry and discovery, you will:

- STRENGTHEN THOSE VALUES AND ABILITIES THAT SUPPORT COLLABORATIVE LEADERSHIP.
- CREATE A COLLABORATIVE LEARNING ENVIRONMENT AND DEVELOP CRITICAL SKILLS THAT YOU CAN APPLY TO YOUR WORK AND COMMUNITY LIFE.
- OPEN UP NEW THINKING THROUGH THE POWER OF QUESTIONS, CREATIVITY AND IMAGINATION.
- BE PART OF THE DEVELOPMENT OF A COLLABORATIVE LEADERSHIP COMMUNITY DEDICATED TO CREATING AND SHARING KNOWLEDGE, SKILLS AND STRATEGIES.
- ATTAIN A NEW LEVEL OF ENERGY – AND PASS IT ON TO OTHERS IN YOUR WORLD.

Expect a life affirming, life transforming experience

About the Location

We have selected the **Nicholson Ranch Winery**, which is nestled in the hills of the Wine Country between Napa and Sonoma, California. The Winery is an architecturally stunning complex surrounded by vineyards, open hillsides and ancient oak trees. For more information about this special place, go to www.nicholasonranch.com.

We can provide assistance with procuring wonderful lodgings in the area. See registration form.

Fees: The fee is \$975 and is due on or before February 25, 2004. Payment plans are available.

Included in the fee are: values assessment, 5 days of Face-to-Face sessions, 2 ½ hours of individual coaching, online learning community, 5 continental breakfasts, lunches and snacks, 2 wine education sessions and 2 wine tasting receptions. The meals provided are healthful, delicious, and reflect the bounty of the Spring season. We will endeavor to meet individual dietary needs.

Register by mailing the completed Registration Form and check or money order to: SVS Consulting Services, P.O. Box 5041, Napa, CA 94581.

All cancellations must be received in writing. The cancellation fee is as follows:

- *Until February 25, full refunds less \$100 administration fee.*
- *No refund after February 25.*

About the Conveners

Suzanne Van Stralen, Kimberly Welty and **Eileen Palmer** have expertise in collaborative leadership development working at all levels of large, complex systems of communities and organizations. They have extensive experience bringing together integrated work teams, with a focus on strategic planning, labor management, relationship development, communication and involvement of multiple stakeholders.

Suzanne Van Stralen, Ph.D., M.S.O.D., has thirty years of experience in management, Organization Development, and education. She is the principal of SVS Consulting Services and serves as adjunct faculty for St. Mary's College of California, where she instructs Sustainable Organizational Change within a Master of Arts in leadership program. Suzanne's recent doctoral research identifies the relationship between personal capacity development and collaborative knowing in the work place. She has a passion for introducing leaders to the adult learning strategy of Collaborative Inquiry.

Kimberly Welty, M.A., J.D. is a principal in the consulting firm, Partners in Change. Prior to consulting, she was a corporate and securities attorney, working on mergers, acquisitions and start-ups for public and private companies as well as leading legislative change in the corporate law arena. She holds a Master's Degree in Organization Consulting. Kim has taught leadership and facilitation courses in graduate schools throughout the Bay Area.

Eileen Palmer is a principal with Kim Welty in the consulting firm, Partners in Change. She has twenty years of human resource and organization development experience. Prior to consulting, she was the Human Resource and Organization Development Director of XMR Inc., a Silicon Valley laser systems company. Eileen has facilitated at Stanford University School of Business, taught at John F. Kennedy University and is a founder and director of The Center for Group Learning.

Advisory Committee

Tom Atlee, Founder of the Co-Intelligence Institute and author of *The Tao of Democracy*. The Institute's website is www.co-intelligence.org.

Americ Azevedo, Director of the Collaborative Intelligence Laboratory at the University of California, Berkeley.

R. Daniel Israel, E.D.D., Director of Master of Arts in Leadership at St. Mary's College, California.

Elizabeth Kasl, Ph.D., Professor of Transformative Learning and Change, California Institute of Integral Studies.



Contact Information

This brochure is available electronically at the following website: www.svscs.com

Faxes can be sent to: 510-597-0964

To reach Suzanne Van Stralen:
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To reach Eileen Palmer:
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eileen@partnersinchange.net

To reach Kim Welty:
510-597-1020
kim@partnersinchange.net

REGISTRATION:

LEAD FOR THE FUTURE A COLLABORATIVE LEADERSHIP PROJECT

Please print clearly.

Name: _____

Title: _____

Organization: _____

Address: _____

City: _____ State: _____ Zip: _____

Day telephone: _____ Fax: _____

Email: _____

Website: _____

Food will be vegetarian.

Dietary Restrictions (please list) _____

Would like assistance with lodgings. (We will contact you.)

Payment: Space is limited - to avoid disappointment, register by February 25, 2004. Please mail check or money order for \$975 together with this Form to:

**SVS CONSULTING SERVICES
P. O. Box 5041
NAPA, CA 94581.**

