Reos Partners

1. What is needed to catalyze systems change?

2. What does it take for stakeholders to collaborate to accelerate the transition to net-zero?

“*The greatest danger in times of turbulence is not the turbulence — it is to act with yesterday’s logic*”

- Peter Drucker

Reos Partners

Helping people work together across differences to achieve systems change

Reos Partners is a global social impact company specialized in multi-stakeholder collaboration for systems change.

We design, facilitate and guide processes and platforms that enable diverse stakeholders to move forward together on their most important and intractable issues.

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System: The current patterns of structures/rules, relationships, and resources.

Systems change is about shifting the conditions that are holding problems in place.

Technical Problems & Complex Challenges

“The single biggest failure of leadership is to treat adaptive challenges like technical problems.” –Ronald Heifetz

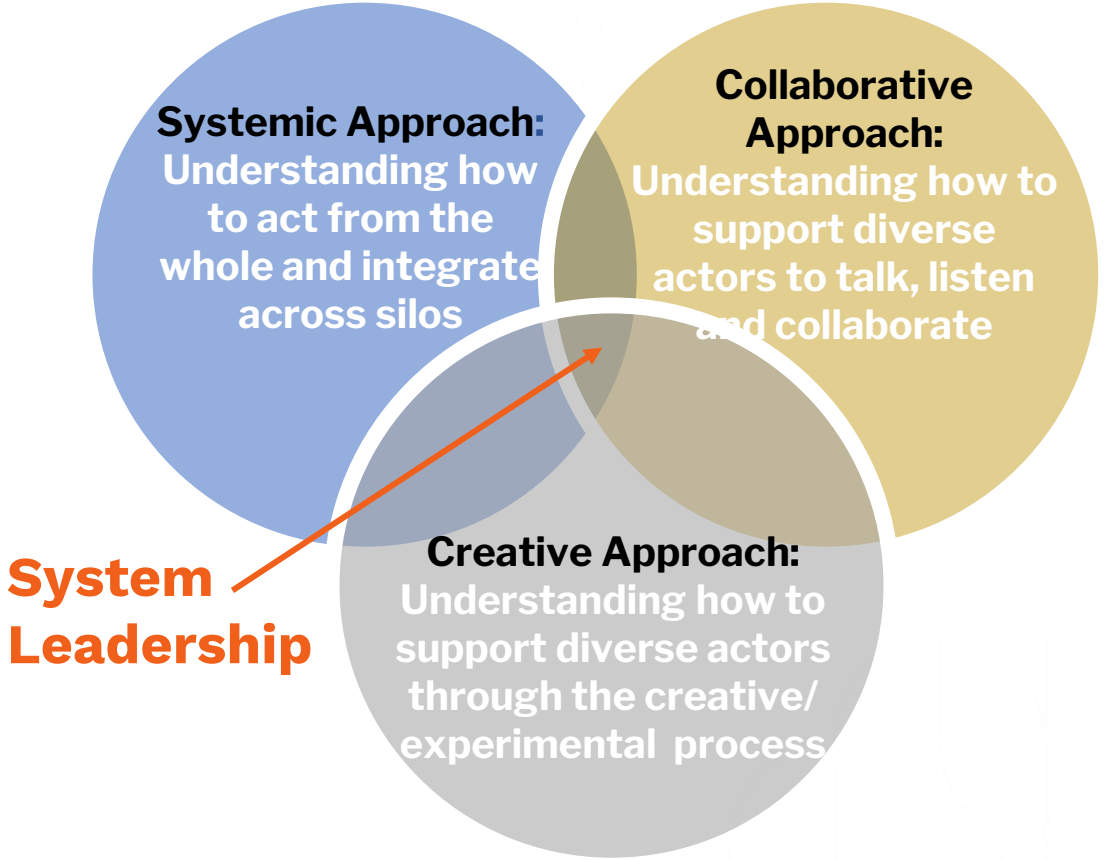
- **Technical problems**

  - are clearly defined
  - can be solved by the knowledge of experts

- **Adaptive/complex challenges**

  - require new learning
  - a **systems view**
  - **collaborating** with stakeholders
  - **experimentation** to make progress.

Leading and facilitating system change requires…



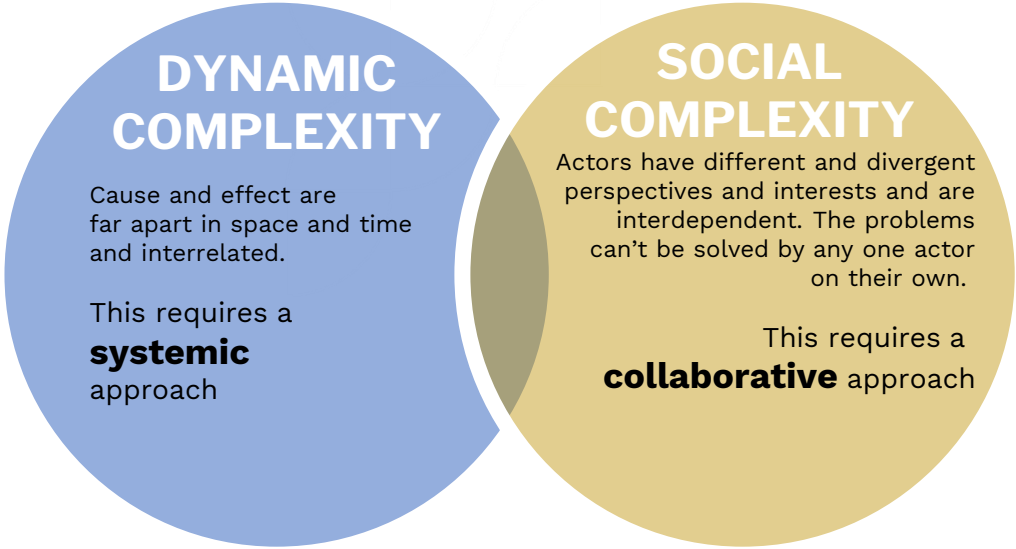
Three Types of Complexity

DYNAMIC COMPLEXITY

Cause and effect are far apart in space and time and interrelated.

This requires a **systemic** approach

Three Types of Complexity

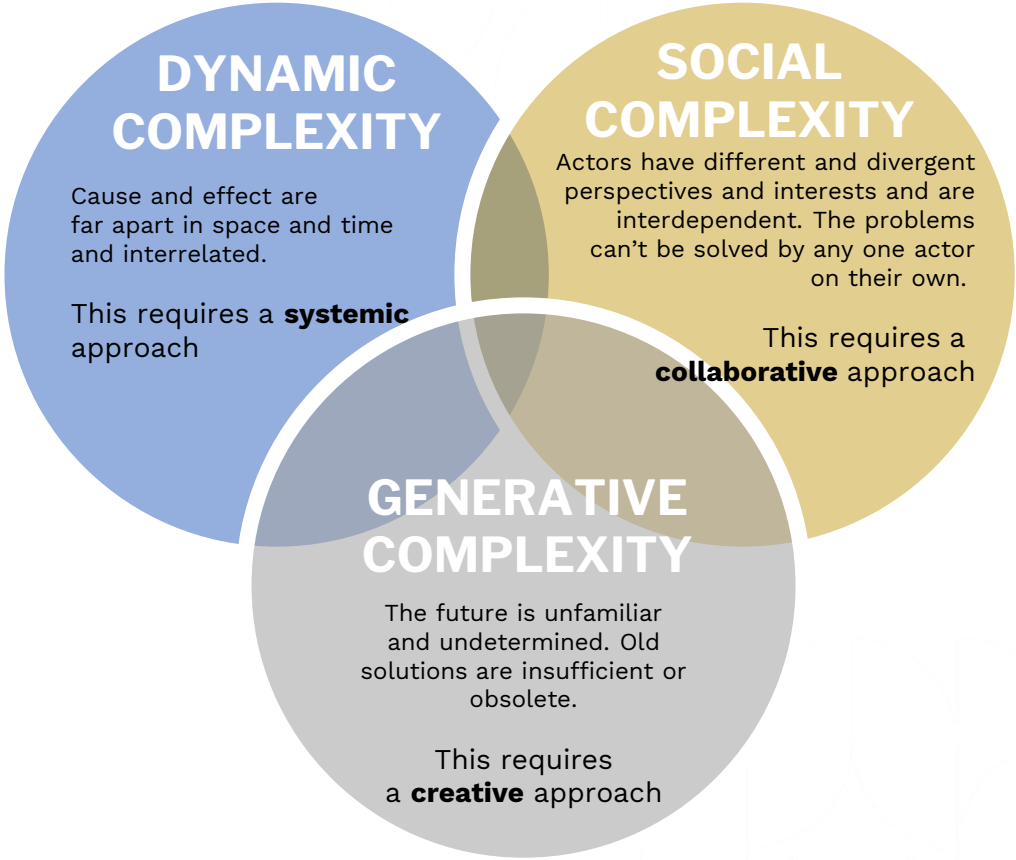


Three Types of Complexity

Complex challenges are dynamically, socially, and generatively complex.

As such, they cannot be solved piece by piece or through pure reliance on conventional planning and on experts and authorities. There are no silver bullets.

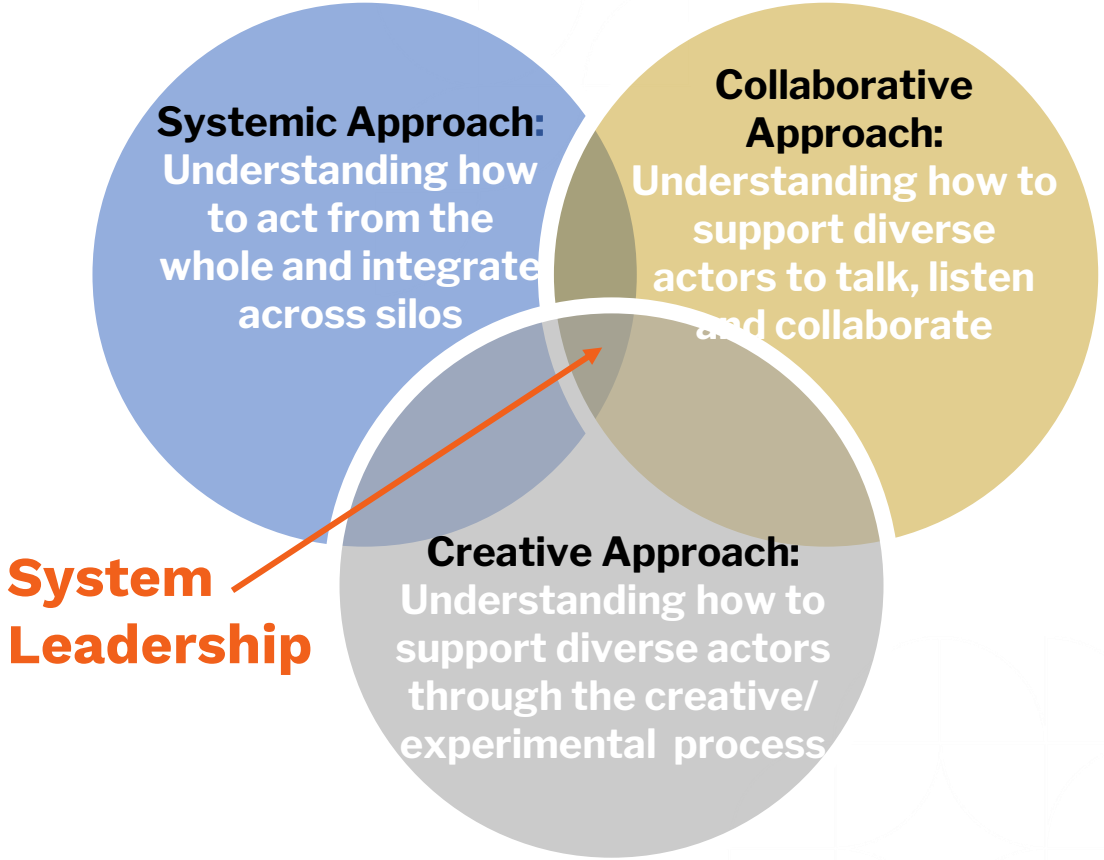
Rather, these problems demand an approach that is **systemic, collaborative,** and **creative.**



Three Types of Complexity & Two Types of Challenges

Three Types of Complexity	Complex Challenges	Simple Challenges
1. Dynamic	Cause and effect are **far apart**	Cause and effect are **close together**
2. Generative	Future is **unfamiliar and unpredictable**	Future is **familiar and predictable**
3. Social	Actors have **different perspectives and interests**	Actors have **similar perspectives and interests**

Leading and facilitating system change requires…



Simple & Complex Challenges

Discussion in pairs:

Consider a time when you were involved in a ‘stuck’ situation, perhaps because a complex challenge was being addressed as though it were a simple or technical challenge…

What happened? How might you approach it differently?

Technical Problems & Complex Challenges

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Recipe for Collaboration?

- Focus on the good and the harmony of the team
- Focus on agreeing the problem, the solution, and the plan
- Focus on what people need to do

Collaboration Call to Action

It’s not that we don’t have time for systems collaboration. We don’t have time for it to be ineffective.

We urgently need to do better.

Two Approaches to Collaboration

	Conventional Collaboration
How we relate with our collaborators	Focus on the good and the harmony of the team
How we advance our work	Agree on the problem and solution
How we participate in our situation	Change what other people are doing

Foreword by Peter Block

Bestselling Author of *Community* and *Stewardship*

Collaborating *with the* Enemy

How to Work with People You Don't Agree with or Like or Trust

Adam Kahane

Bestselling author of *Solving Tough Problems* and *Power and Love*

The Three Shifts of Radical Collaboration

	Conventional Collaboration	Radical Collaboration
How we relate with our collaborators	Focus on the good and the harmony of the team	1. **Embrace conflict and connection**
How we advance our work	Agree on the problem and solution	2. **Experiment our way forward**
How we participate in our situation	Change what other people are doing	3. **Recognise yourself as part of the problem**

Shift #1: Embrace Conflict and Connection

In situations where our perspectives and interests are not all the same, we need to work with **conflict** as well as our **connections** to find a way forward.

Radical collaboration requires us to pay attention to how we talk and listen

The Four Ways of Talking and Listening

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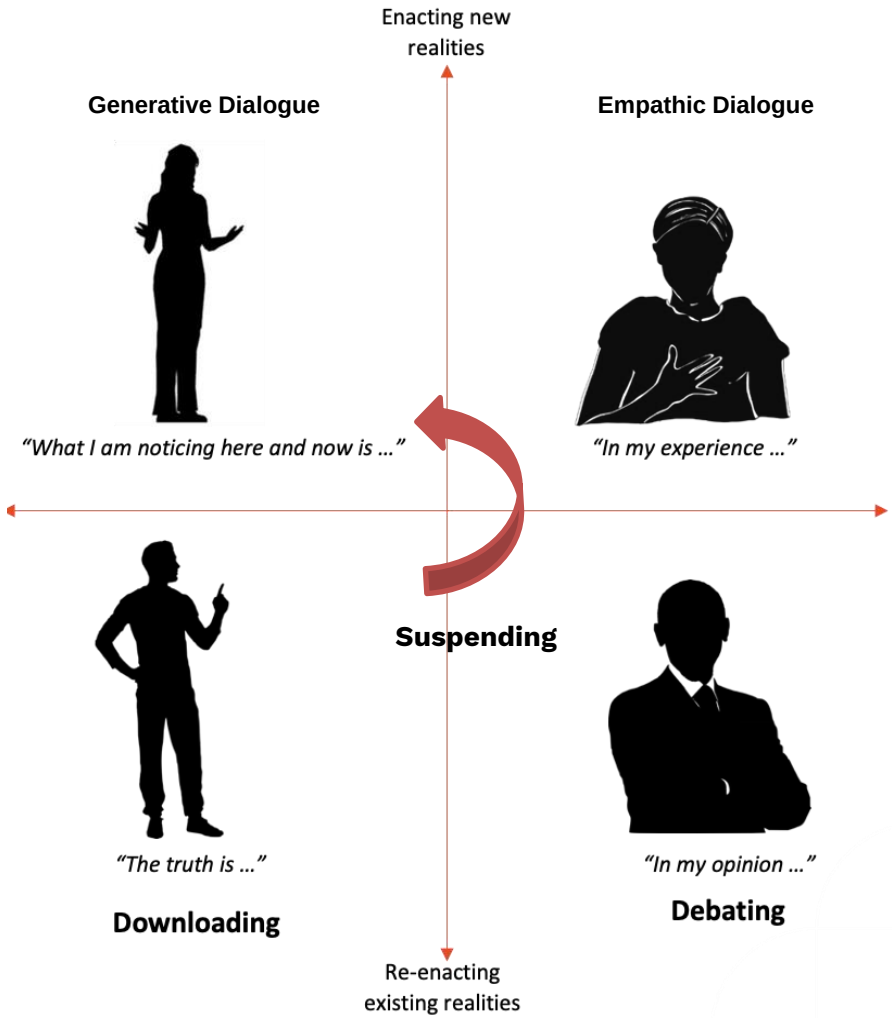
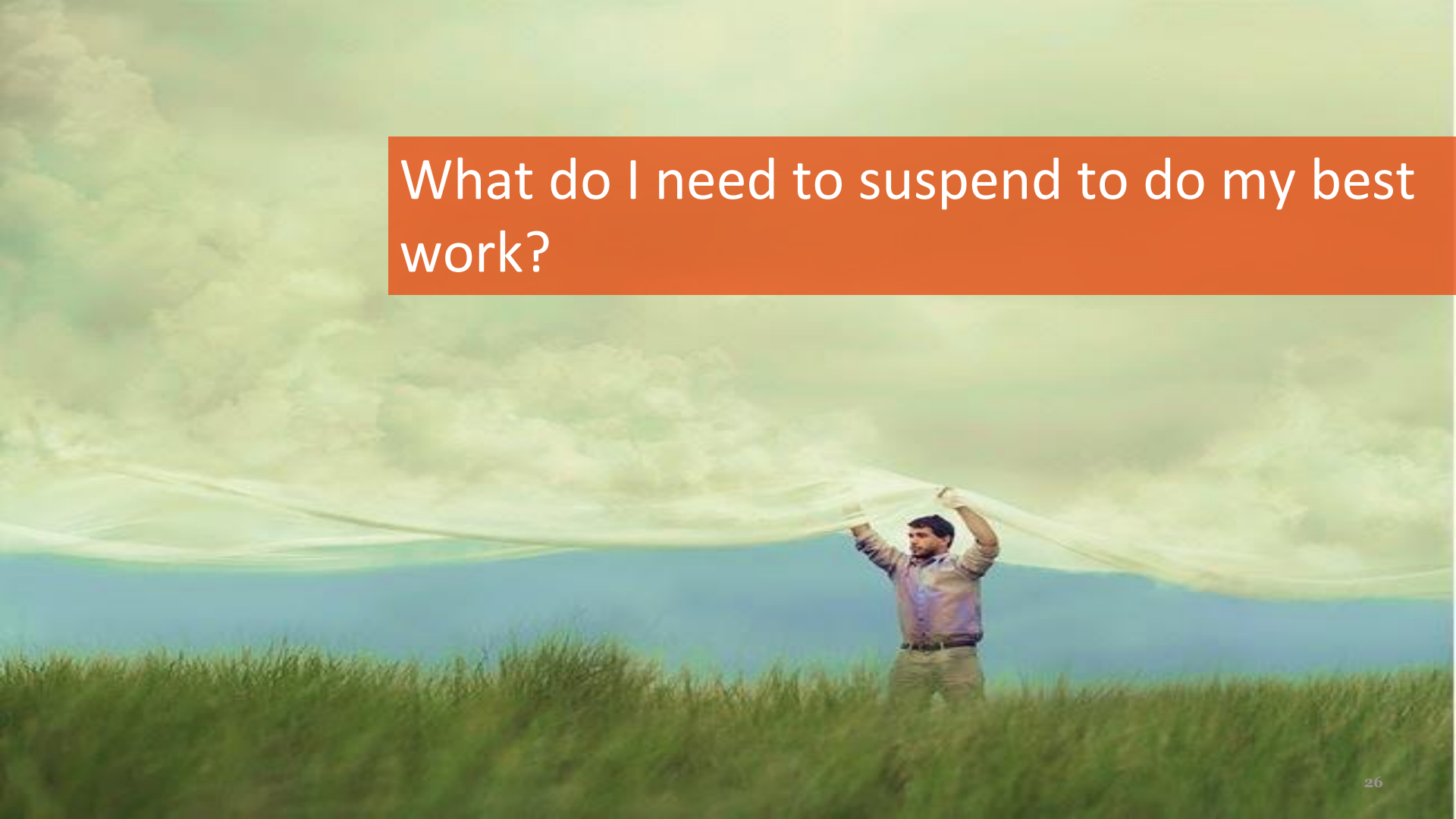


Adapted from Otto Scharmer of MIT

What do I need to suspend to do my best work?



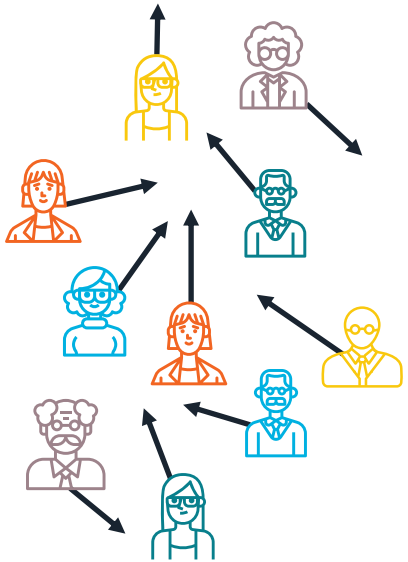
Stretch #2: Experiment to Find a Way Forward

Abandon the illusion that we can plan the whole thing out and then simply execute the plan – this rarely works.

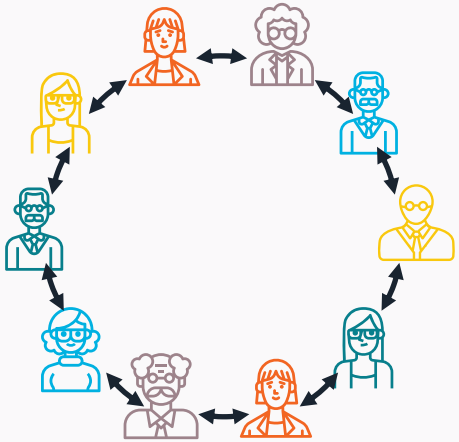
Complex challenges call for the need to move from the assumption that there can only be one answer to instead experimenting with a range of promising ideas.

Radical collaboration involves identifying a portfolio of promising ideas and experimenting to co-create a way forward

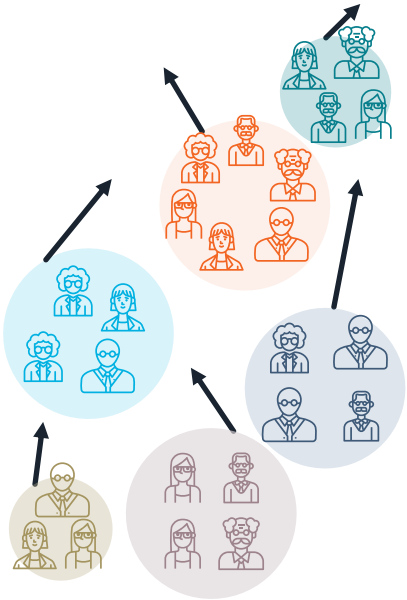
Collaborative Innovation: Key Ingredients



Stakeholders from across a whole system.
Progress results from skillfully engaging people with different perspectives and interests to collaborate on shared concerns.



A strong container & skilled guides.
In order to engage in new ways of listening, talking and acting, a structured space and expert facilitation is required.



A generative approach.
A creative, experimental method that engages team members' whole selves—head, heart, and hands—enables breakthrough results.

Outcomes

Collaborative alliances

Systemic insights

Transformative actions

Stretch #3: Recognize Your Role in the Problem

Abandon the idea that you can get others to do things…

- *Stop*: "**They need to change**" = waste of time
- *Start*: **What can I change?** What can I do differently that would allow me to see a possibility and find a way forward?

If you are not part of the problem, you can't be part of the solution.

Stretch #3: Recognize Your Role in the Problem

What can I change? What can I do differently that would allow me to see a possibility and find a way forward?

> If you are not part of the problem, you can't be part of the solution.

Discussion in pairs:

a) Reflect on a situation where you made this third stretch:

- What did it require of you?
- What was made possible?

OR

b) Reflect on a situation where you would like to apply this third stretch:

- What will it require of you? What difference might it make?

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Questions?

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