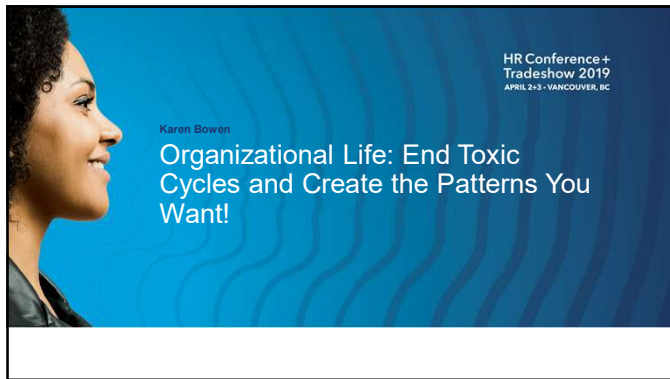
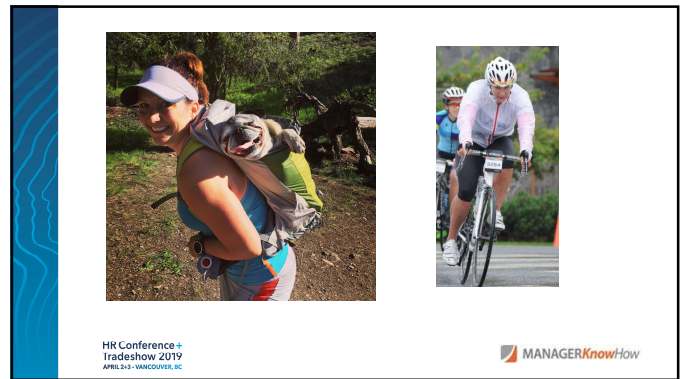




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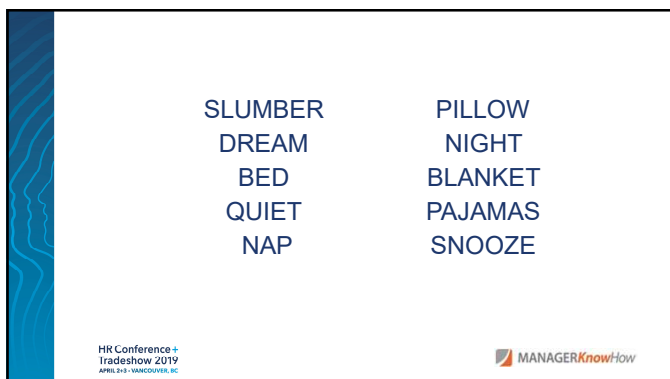
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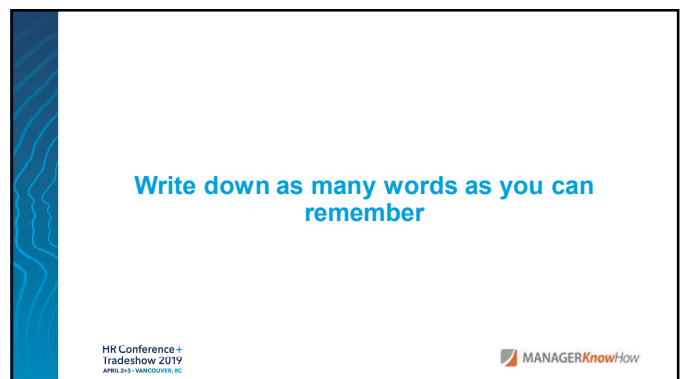
3



4



5



6

SLUMBER
DREAM
BED
QUIET
NAP

PILLOW
NIGHT
BLANKET
PAJAMAS
SNOOZE

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BELIEF = RESULTS

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We think the reason we don't collaborate in
organizations
is because of how we feel about
one another...

...and if we felt differently about one another, then
we would collaborate.

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The truth is it's the other way around.

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We feel the way we feel about one another
because we *don't* collaborate...

...and if we did collaborate,
we would feel very differently.

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A Short Activity

Just be you!

- Two rules:
- Tops and Bottoms traditionally don't speak to one another
 - Bottoms stay at their tables/seats.



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2 ways to see human behavior

1. As individual and personal
2. As systemic

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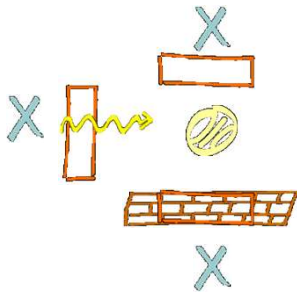
STUFF HAPPENS

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Make up a Story

- Evaluate the others
 - Malicious
 - Insensitive
 - Incompetent
- Take it personally
- React
 - Get mad
 - Get even
 - Withdraw
- Lose focus
- ~~Leadership~~

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Your own side shows...?

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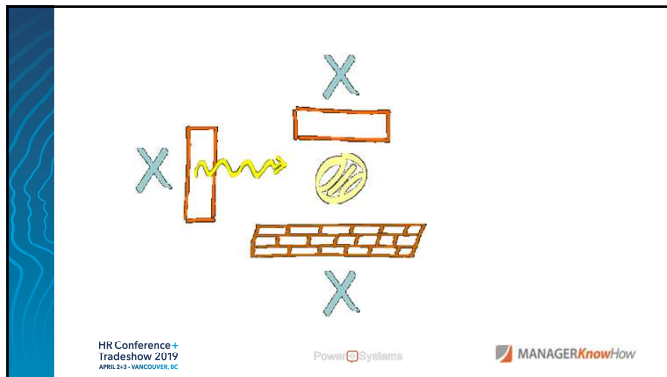
Much That Seems Personal
Is Not Personal

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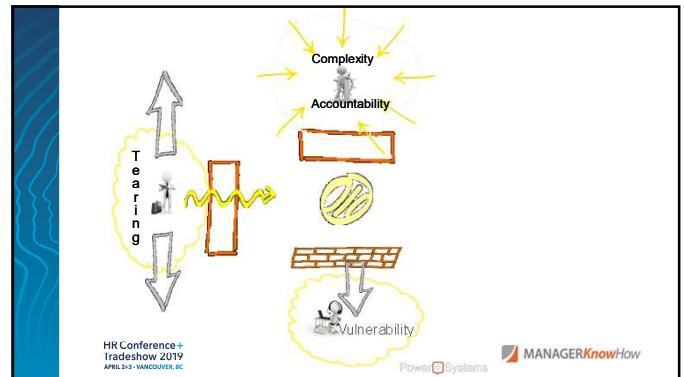
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19



20

Center Ring

- ✓ Increased empathy/understanding
 - ✓ Don't take it personally
 - ✓ Stay focused
- ✓ Don't get hooked by "Stuff"
- ✓ Be strategic - take others' worlds into account
 - ✓ Ease their condition
 - ✓ Partnership

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Reflection

Consider the below questions

- What is the appeal of the Side Show?
- What are the system consequences of the Side Show?
- What do we have to give up or let go of in order to move from the Side Show to the Center Ring?

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The Side Show is **predictable**,
but not inevitable.

The Center Ring is not predictable,
but it is a human **possibility**.

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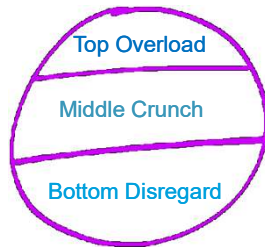
How come it goes the way it goes?

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Predictable Conditions



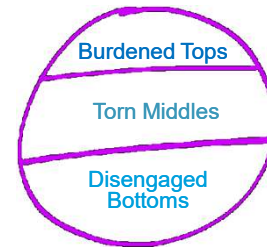
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Familiar Disempowering Experiences



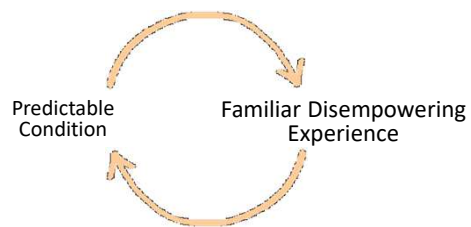
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The TOXIC Cycle



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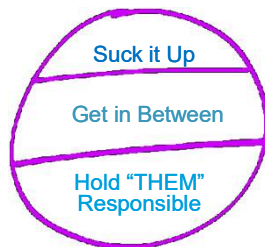
A Missing Piece of the Puzzle

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Predictable Reflex Responses



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Predictable Condition	Reflex Response	Familiar Disempowering Experience
Top Overload	Suck It Up	Burdened
Middle Crunch	Get in Between	Torn
Bottom Disregard	Hold Them Responsible	Disengaged

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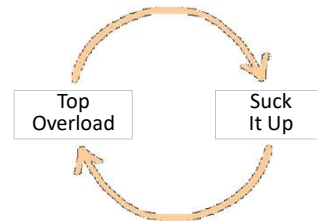
Poor Strategies

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The TOXIC Cycle



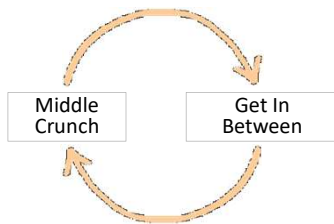
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The TOXIC Cycle



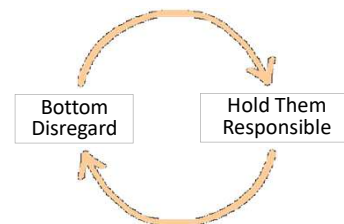
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The TOXIC Cycle



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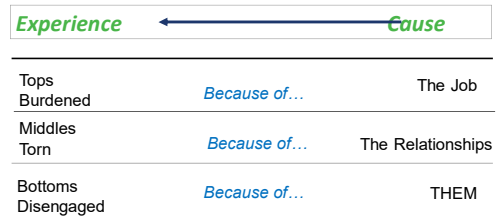
Why does THIS keep happening?

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What we think is happening...



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What is really going on...

Experience	Cause	Condition
Tops Burdened	<i>Sucking It Up</i>	Overload
Middles Torn	<i>Get in Between</i>	Crunch
Bottoms Disengaged	<i>Holding THEM responsible</i>	Disregard

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Reflection

Consider the following questions

- Do you see yourself in this?
- If so, what are the costs to you in terms of
 - Health?
 - Relationships and partnership?
 - Effectiveness?
- What are the costs to the system?

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What else, if anything, is Possible?

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DOOR A

Right This Way to:

Burdened Oppressed
Torn Indignant

No Waiting!!

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DOOR B

This Way to:
LEADERSHIP
PARTNERSHIP
PERSONAL POWER
SYSTEM POWER

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What are a few items on your list?



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Door A is a very human, very natural response. It is **predictable**, but not inevitable.

Door B is not predictable, but it is a human **possibility**.

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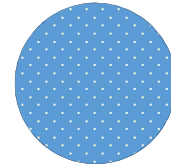
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The Blue Dot

Don't look now!



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Not every Blue Dot is a Door B

And taking Door B is always a Blue Dot.

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Create the Patterns You Want

Door B Blue Dot patterns

- Tops: Empower the System
- Middles: Align and Collaborate
- Bottoms: Engage in Solutions

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Create the Patterns You Want

Strategies



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Toxic Cycles to Positive Patterns



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