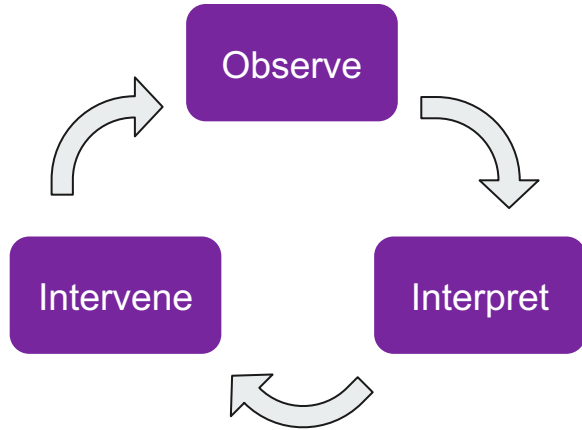


collaborate
for social change

The Foundations of Systems Leadership

Personal Reflection

Leadership in complex systems requires constant learning.



Reflection Activity

Observe: a challenge you are facing

Interpret: apply the diagnostic tools you've learned

Intervene: what action have you taken, what options can you see?

Case Consultation

Set up 2 mins	Choose a presenter, a facilitator, and a timekeeper.	<ul style="list-style-type: none"> ● How did you first see the problem? How do you see it now? ● Who are the stakeholders? What are their interests and perspectives? ● Who has authority in this setting? How do they see it? ● Which aspects of the challenge are technical? Which adaptive? ● What's the history of the problem? What has or hasn't worked? ● What is holding the problem in place?
Observation 3 min	Presenter presents their the challenge. Group listens silently.	
Questions 5 min	Group asks curious or clarifying questions. Presenter responds.	
Interpretation 15 min	Group reflects on what they heard and brainstorms different interpretations. Presenter listens silently.	<ul style="list-style-type: none"> ● What language was used? What message did you hear? ● Anything feel missing in the presentation? ● Stakeholders whose views seem absent or narrow? Hidden issues or unspoken tensions? Anything "off the table"? ● Are there alternative framings of the problem? Do they seem open to them? ● Where do you locate the conflict or obstacle? ● Can you identify any points of leverage?
Intervention 3 min	Group considers possible tests or actions that could help. Presenter listens silently.	<ul style="list-style-type: none"> ● What needs to change? What needs to be learned? ● What new conversations or relationships might help? ● What could the sequence of actions be in the next 4 weeks? ● What could success look like?
Observation 2 min	Presenter reflects on what they have heard. Group listens silently	<ul style="list-style-type: none"> ● How did it feel to listen to the group's ideas or interpretations? ● Anything new or interesting in what you've heard? ● What questions are you left with?