HOSTING CHANGE, OR: HOW TO TREAT CHANGE LIKE A GUEST?

HARVEST OF THE WORKSHOP AT THE 3RD HOST LEADERSHIP GATHERING | MUNICH | JUNE 28TH 2019

facilitated by Rolf F. Katzenberger | pragmatic-teams.com

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HARVEST FROM CONVERSATIONS

These are photographs of the harvest wall, pasted under the respective conversation prompts. For prompts without photos, no harvest was posted to the wall.

HOST LEADERSHIP ROLES



1 What makes you realize that an unknown Change has entered your work environment?



- 2 How do you spot what is needed, and see emerging desire lines¹?
- 3 How do you acknowledge that Change is the expert for their own situation?

A *desire line* is a visible path created by people repeatedly walking it – and it's different from the official paths that e.g. landscape architects try to impose on people

4 How do you invite Change *early*, even if you cannot possibly know them in advance?



- 5 How do you invite Change with a *question*, to a *conversation* that matters?
- 6 What do you do when Change declines your invitation?

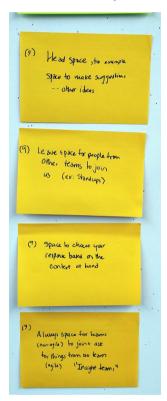


CREATING SPACE

7 Which types and what amount of ma² exist between you and Change?



- 8 How long do you enjoy "living the question"³ with Change?
- 9 What manifestations of the *Pac-Man Rule*⁴ exist in your work environment?

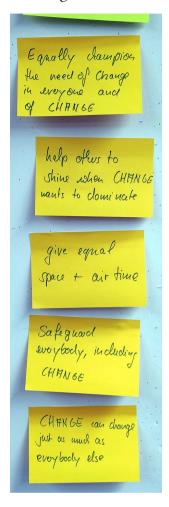


² *ma* (間) is a Japanese concept of an appreciative, empty space or phase between things or events, that allows for letting go what was, and becoming open for something different. In *Host Leadership*, an example would be the *stairs* you are taking before you are "in the gallery".

From *Letters to a Young Poet*, by Rainer Maria Rilke: "You are so young, so much before all beginning, and I would like to beg you, dear Sir, as well as I can, to have patience with everything unresolved in your heart and to try to love the questions themselves as if they were locked rooms or books written in a very foreign language. Don't search for the answers, which could not be given to you now, because you would not be able to live them. And the point is, to live everything. Live the questions now. Perhaps then, someday far in the future, you will gradually, without even noticing it, live your way into the answer." (http://www.carrothers.com/rilke4.htm)

^{4 &}quot;When standing as a group of people, always leave room for 1 person to join your group. More memorably, stand like Pac-Man! " - Eric Holscher (https://www.ericholscher.com/blog/2017/aug/2/pacman-rule-conferences/)

10 How do you respect the *equality* of Change – what and who they are?



11 How do you *spot* and collect *emergent* ideas and rituals, instead of conceptualizing "ant country"?



12 How do you use containers for content, but not for containment?

© CONNECTING

13 How do you get to know the "walk" of Change, the story how they became what they are now?



14 How do you connect with Change, instead of managing (your) change?



15 How do you get to know the uninvited Change you didn't see coming?

© CO-PARTICIPATING

16 How do you become a contributor to Change, not just a provider of resources?⁵



- 17 How do you spot and forego your privileges, the ones that Change does not have?
- 18 What can you do for Change, to help it feel less like an expat?

HOST LEADERSHIP POSITIONS

IN THE SPOTLIGHT

- 19 How do you ensure your conversation with Change has a center, but not sides?
- 20 How do you listen to the song of Change, instead of having it sing Karaoke to your lyrics?
- 21 How do you make spotlights work as campfires?



⁵ I owe this distinction to Jasenka Gojšić (https://www.isoropia.hr/en/home/)

WITH THE GUESTS

22 How do you make Change feel comfortable with your presence?



23 How much attention does Change deserve, with respect to the other guests?

IN THE GALLERY

24 How far above is your gallery, actually?



25 How do you tell apart Change and pinch points?

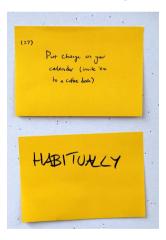


26 How do you want to be talked to by Change, when it acts as your spotter⁶?



IN THE KITCHEN

27 How do you make time for one-on-ones with Change?



28 How are you going to learn and master "Cuisine à la Change" when you're so used to sharpening *your* saw?

⁶ Your *proxy* in the gallery, if cannot – or don't want to – be in the gallery yourself

29 Who are the mutual friends that could introduce you to a Change yet unknown?



IMAGE CREDITS

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