



**Cultivating Global Citizenship Capacities:
First Steps Towards a Shared Future**



Leading With Better Questions: A Global Citizenship Lived Inquiry

- I am a Global Citizen – what does this mean?
- What's the difference Between Global Leadership and Global Citizenship (and does it really matter?)?
- If I choose to look at Life through a Global Citizenship lens, what does my life now look like? What changes might I need to make?

The Crucibles of Global Citizenship Today*: Crucibles as Leverage Points

- Isolated perspective
- Diverse definitions
- “New territory”
- “Reversal”
- “Suspension”

*Concepts in quotes are based on the work of Robert Thomas, *The Crucibles of Leadership* (2008)

The Crucibles of Global Citizenship Today: Challenges and Opportunities for Capacity-Building

- Isolated perspective
- Diverse definitions
- “New territory”
- “Reversal”
- “Suspension”
- Open to new mindsets. Commit to connectedness
- Seek comfort with ambiguity. Work towards shared vision.
- Patience+sense-making
- Endurance + resilience
- Reflection+re-appraisal

Concepts in quotes are based on the work of Robert Thomas, *The Crucibles of Leadership* (2008)

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Methodologies and Modalities:

- **Adaptive Leadership Methodology**
- **Hall-Tonna Values-based Development Model**
- **Common Good Works Compact for Good**

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Methodology I:
Adaptive Leadership
By Ron Heifetz et al
Cambridge Leadership Associates

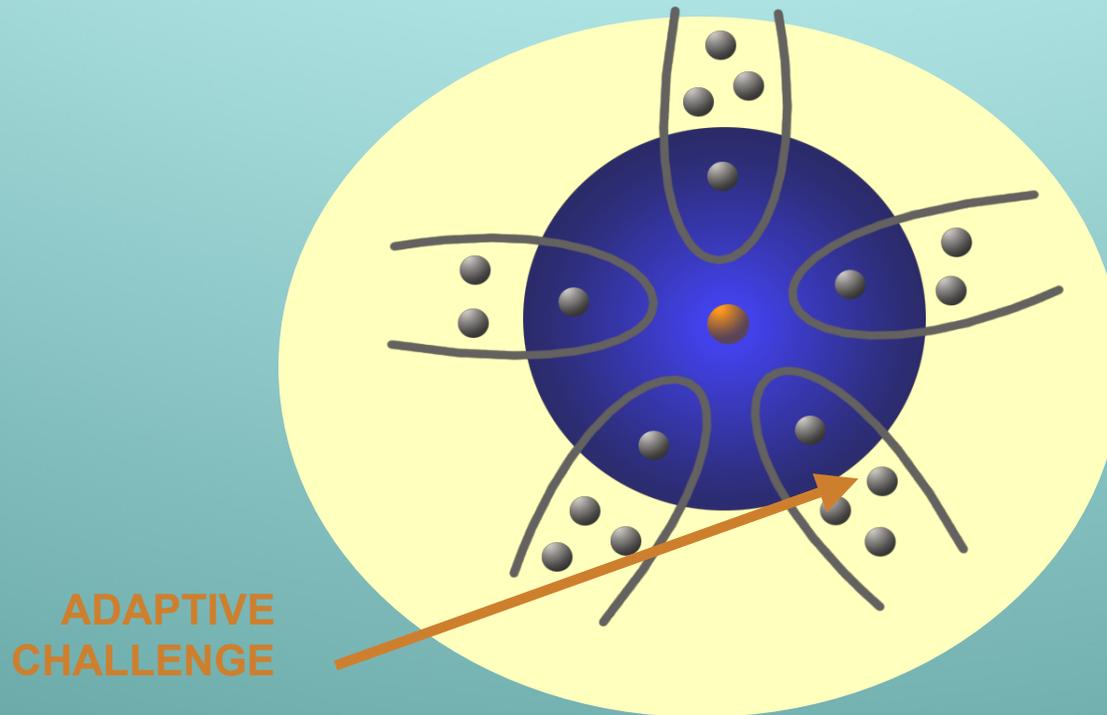
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The Practice of Adaptive Leadership



Ron Heifetz
September 2011



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Defining Leadership

The activity:

- of mobilizing adaptive work
- and building a culture of adaptability
- With or without authority
- Not defined by personality traits, power or position



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A Strategy of Leadership: Mobilizing Adaptive Work

1. Frame the Adaptive Challenge
2. Think Politically and Relationally
3. Give the Work Back to People
4. Orchestrate Conflict
5. Infuse the Work with Meaning



Key Properties of Adaptive Work

5. Solutions involve direct and indirect loss as people re-fashion loyalties and develop new competencies
6. Requires more time than technical work
7. The work process is experimental
8. Generates disequilibrium and avoidance



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Think Politically and Relationally

- Find allies
- Keep the opposition close
- Own your piece of the problem
- Acknowledge losses
- Model the changed behavior
- Accept casualties



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Give the Work Back to People

- Place the adaptive work where it must be done
- Encourage widespread experimentation
- Refashion loyalties to move from dependency to distributed initiative and responsibility
- Cascade leadership responsibility to local level
- Protect unauthorized voices of leadership

Orchestrate Conflict

- Build a holding environment for cross-boundary work
- Depersonalize and orchestrate conflict
- Maintain a productive level of disequilibrium
- Pace the work
- Take the heat and hold steady
- Keep the work at the center of attention



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The System and You

The practice of leadership, like the practice of medicine, involves two core processes: Diagnosis first and then Action. These two processes unfold in two dimensions, the system (your organization) and yourself.

	SYSTEM	SELF
Diagnosis	What are the dynamics and structures that support and block change?	What are my own defaults, values and resources to create change?
Action	How do I mobilize others across differing interests and loyalties?	What new strategies, relationships and activities will serve my purpose?



	System	Self
Diagnosis	<ul style="list-style-type: none">- Thinking Systemically- Distinguishing Technical From Adaptive Challenges- Thinking Politically	<ul style="list-style-type: none">- Knowing Your Defaults- Knowing Your Role in the System- Knowing Your Purpose
Action	<ul style="list-style-type: none">- Running Experiments- Acting Politically- Orchestrating Conflict	<ul style="list-style-type: none">- Willing to Exceed Your Authority- Owning Your Piece of the Mess- Staying in the Game and Staying Alive



Methodology II:
The Hall-Tonna (Values)
Development Pathways

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Welcome to the Hall-Tonna Values Map

- Values are qualities of excellence underpinned by habits and skills.

»-*Aristotle*

- Definition of Values: The ideals that shape and give significance to our lives. These are manifested in the priorities we choose, the decisions we make and the actions we take.

- Values drive, motivate and give purpose to our lives.

This slide information courtesy of Values Technologies, Inc.

HALL-TONNA VALUES MAP

PHASES	PHASE I SURVIVING PRE-CONVENTIONAL		PHASE II BELONGING CONVENTIONAL		PHASE III SELF-INITIATING POST-CONVENTIONAL		PHASE IV INTER-DEPENDENT GLOBAL ETHIC & MORALITY														
	"The world is a mystery over which I have no control"		"The world is a problem with which I must cope"		"The world is a creative project in which I want to participate"		"The world is a mystery for which we care on a global scale"														
STAGES	1 SAFETY	2 SECURITY	3 FAMILY	4 INSTITUTION	5 VOCATION	6 NEW ORDER	7 WISDOM	8 WORLD ORDER													
VALUES	Self-interest/Control Self Preservation Wonder/Awe/Fate	Physical Delight Security	Family/Belonging Fantasy/Play Self Worth	Belief/Philosophy/Values Competence/Confidence Play/Recreation Work/Wealth/Value	Equality/Liberation Integration/Wholeness Self Actualization Service/Vocation	Art/Beauty Being Self Construction/New Order Contemplation Faith/Risk/Vision Human Dignity Knowledge/Insight Presence	Intimacy/Solitude Truth/Wisdom	Ecoity Global Harmony Word													
VALUES	Food/Warmth/Shelter Function/Physical Safety/Survival	Affection/Physical Economics/Profit Property/Control Sensory Pleasure Territory/Security Wonder/Curiosity	Being Liked Care/Nurture Control/Order/Discipline Courtesy/Hospitality Dexterity/Co-ordination Endurance/Patience Equilibrium Friendship/Belonging Obedience/Duty Prestige/Image Rights/Respect Social Affirmation Support/Peer Tradition	Achievement/Success Admin/Control Comm/Info Competition Design/Pattern/Order Duty/Obligation Econ/Success Eduo/Certification Efficiency/Planning Hierarchy/Order Honor Law/Rule Loyalty/Fidelity Management Membership/Institution Ownership Patriotism/Estem Productivity Reason Responsibility Rule/Accountability Technology/Science Unity/Uniformity Workman/Art/Craft	Adaptability/Flexibility Authority/Honesty Congruence Decision/Initiation Empathy Equity/Rights Expressiveness/Joy Generosity/Compassion Health/Healing Independence Law/Guide Limitation/Acceptance Mutual Obedience Quality/Evaluation Relaxation Search/Meaning/Hope Self Assertion Sharing/Listening/Trust	Accountability/Ethics Collaboration Community/Supportive Complementarity Corporation/Stewardship Creativity Detachment/Solitude Discommitment Education/Knowledge Growth/Expansion Intimacy Justice/Social Order Leisure Limitation/Celebration Mission/Objectives Mutual Accountability Pioneerism/Innovation Research Ritual/Communication Simplicity/Play Unity/Diversity	Community/Personalist Interdependence Minnesence Prophet/Vision Synergy Transcendence/Solitude	Convivial/Technology Global Justice Human Rights Macroeconomics													
STEPS	FOUNDATION							FOCUS						VISION							
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20/2

Principle Assumptions:

Hall-Tonna Values Development Model

- All of us have the capacity to develop ourselves and our organizations.
- Development is, by nature, dynamic. Progress is not necessarily a fixed point.
- We can develop ourselves and our organizations in a strategic manner; along a pathway.

Values Condition Us

- In our brain, current images and value priorities determine how we see the world. We call this our predominant **WORLDVIEW**.
- When we consider changing our value priorities, we are considering reprogramming our minds and shifting fundamental assumptions we hold about our external worlds.
- 50% of Values come from Institutions of Influence in our Lives – Church, Community, Work & Family, and
- 50% are a mystery!

This slide information courtesy of Values Technologies, Inc

Phase I - Surviving

“The world is a mystery over which one has no control.”

- It is an alien and a difficult place to live in and people have little or no skills with which to cope. Emotions have little or no priority.

Values are physical in nature.

— Decisions are made on the basics of physical satisfaction or safety only. It is not likely that one in this phase would trust him/her.

— Adults in this phase have a world view represented by an absence of control and responsibility. They feel they have no control over their own lives and that responsibility for their actions lies on their external environment.

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Phase II - Belonging

“The world is a problem with which I must cope.”

–The person at this phase strives to be accepted by others. Can involve issues of caring for family or issues about being successful in career or business.

-- Rather than being a hostile or an alien world over which one has no control, this now is a social world full of problems over which the individual must cope.

-- Some of the values at this phase are: being liked, family/belonging. Morality is based on rules and mandates from others.

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Phase III - Self-initiating

“The world is a project in which I must participate.”

–The individual begins to develop an independent sense of oneself as separate and distinct from that of his family or groups.

–The source of authority shifts from external authorities to oneself. The person in this phase begins to honor his/her own judgment rather than trusting the correctness of the rules and regulations which are present in his/her environment.

–One feels creative and becomes willing to act in ways which before would have seemed too risky. One’s attention now shifts to that of using his/her skills to create a better world.

– Personal conscience develops here. Some of the values of this phase are: service/vocation, accountability/ethics, being self, etc.

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Phase IV - Interdependence

“ The world is a mystery we care for on a global scale.”

- Global consciousness is seen as a series of tasks to be undertaken with other like-minded men and women.
- The key factor for the self in this phase is a balance of intimacy, solitude, and harmony.
- The interdependent “we” responds to the common call to work for global harmony, to build and renew the face of the earth.

The first 2 phases are characterized by compliance of people. The last 2 are characterized by commitment of people.

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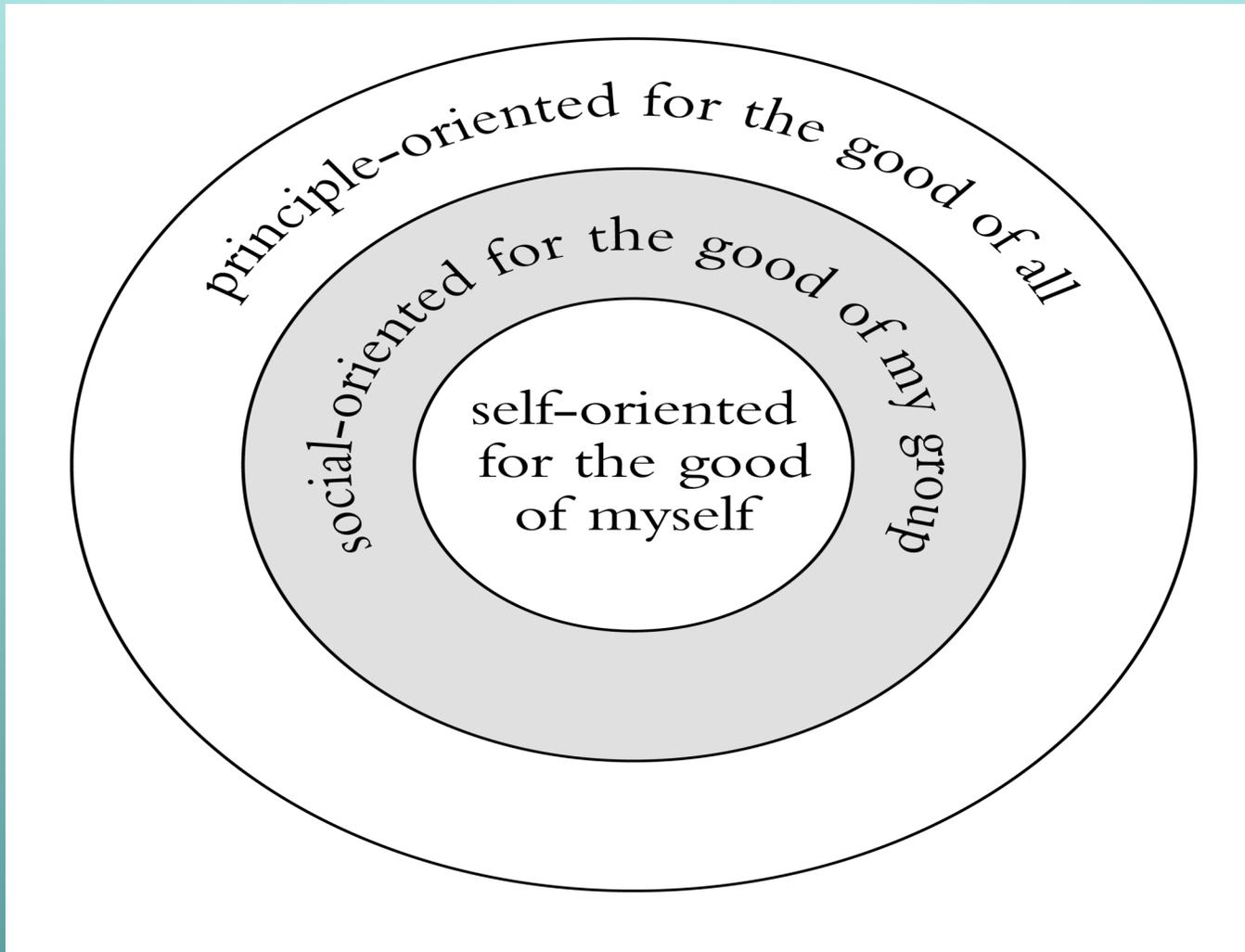


Methodology III:
Leadership for the Common Good
by Bill Grace
Common Good Works

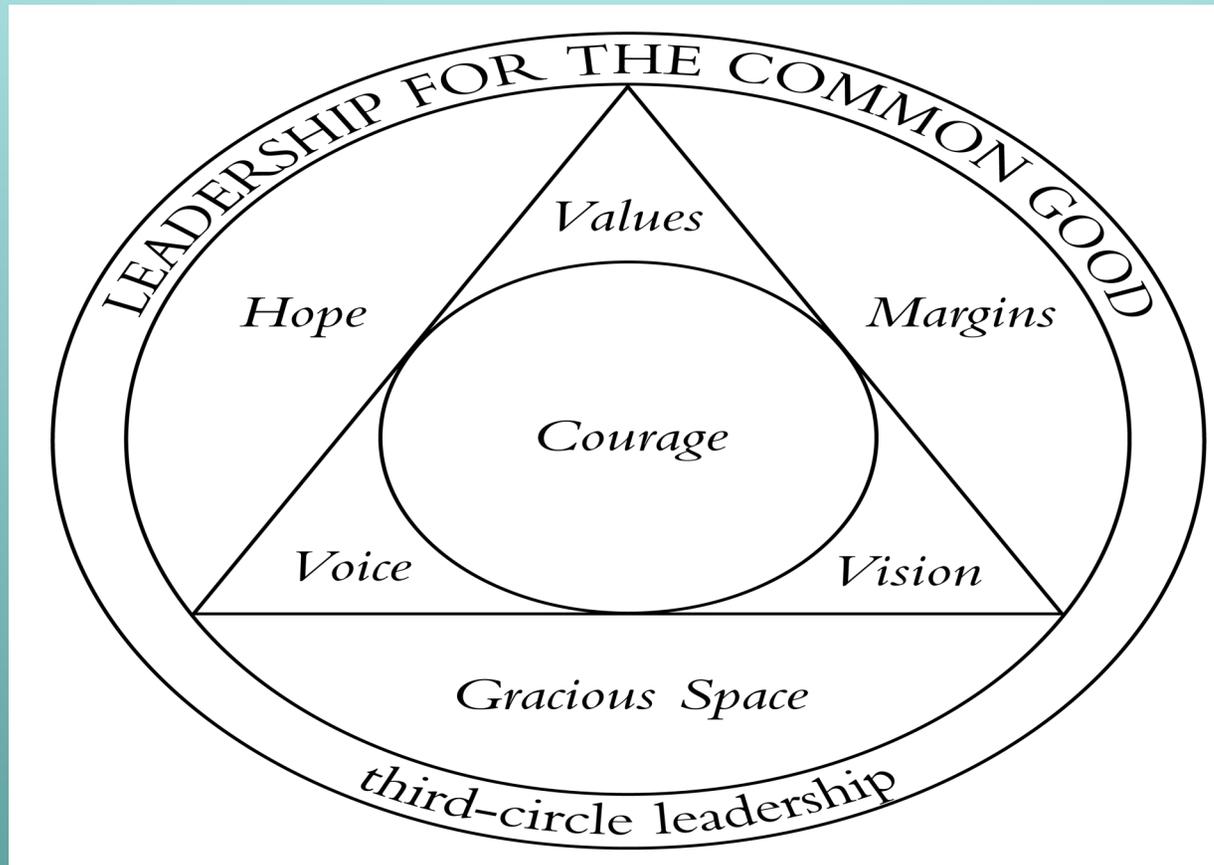
Compact for the Common Good (Common Good Works)

“Taps into the spirit of courageous innovation that has made America a great nation....We firmly believe that creating a space for “the people” to reflect on the difficult challenges in our midst and respond with creative social inventions is the first step in capturing the best ways forward to a more promising future. This is how The Compact proposes to co-create...a very powerful social force—a reform movement that advances a more just, peaceful and verdant society.”

Common Good Works:



Common Good Works: Third Circle Leadership





Small Group Work and Reports:

- **Adaptive Leadership Methodology**
- **Hall-Tonna Values-based Development Model**
- **Common Good Works Compact for Good**

Strengths, Weaknesses, Opportunities, Threats: Adaptive Leadership/Heifetz

Strengths

Weaknesses

Opportunities

Threats

Strengths, Weaknesses, Opportunities, Threats: Hall-Tonna (Values) Inventory

Strengths

Weaknesses

Opportunities

Threats

Strengths, Weaknesses, Opportunities, Threats:
Compact for the Common Good/Common Good Works

Strengths

Weaknesses

Opportunities

Threats

Towards Global Citizenship: Our Take-aways

Any “core competencies”, qualities, mindsets, skills or approaches we can all accept and build upon...

- Family level?
- Local community level?
- National level?
- International level?

Towards Global Citizenship: Our Take-aways - II

- Is there a difference between Global Citizenship and Global Leadership?
- What changes will we each make to our daily practice now that we have been immersed in this exploration and inquiry?

Towards Global Citizenship: My Personal Strategy Statement

- When looking through the Global Citizenship lens, my life now looks like _____ and I _____ (feel this way about it). These are the changes I'm ready to make: _____
- And these are the changes I may make later _____ And, it's all good!

Only the Beginning

“We are tied together in the single garment of destiny, caught in an inescapable network of mutuality.” - Dr. Martin Luther King Jr. (1963)

Leadership Generates Leadership

-Ron Heifetz

Let's Question. Let's Lead. Let's Share.
THANK YOU!

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