


actionlearninglabs

Uncovering Emerging Opportunities And Creating Powerful Innovations

Gestures, The Key to Understanding Emergence

By

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By experiencing and experimenting with the following principles, we increase our ability to:

- Form partnerships that are creative and deeply satisfying
- Turn promising opportunities into profound innovations
- Evolve ourselves and outmoded belief systems and institutions in need of change
- Sustain agility, flexibility, and energy.

Principles and Examples

Gestures

Conflict, chaos, and inertia signal that something legitimate is trying to unfold. Living systems such as organizations, and the people in them, are in tension between being adaptive and being stable.

Gestures are a way to identify otherwise hidden emergent processes. To impose an ideal on a constantly changing living system is counter-productive. Recognizing and working with what is already emerging allows you to identify naturally occurring opportunities.

Instinctual efforts, response patterns or “gestures,” are a reliable source of information for “what’s next” in any living system.

Context

Gestures are to be understood within an individual’s or organization’s life cycle. Living systems have beginnings, confront dilemmas as they evolve and mature, and eventually die.

By taking a developmental perspective our method is to align with an evolutionary impulse at any given stage. Recognizing gestures is the starting point for working with impulses for emergence. In other words, a gesture is the observable embodiment of an impulse. Examples of gestures within a life-cycle context are on the next page.

Sensing and Shaping Process

Instead of trying to force an external solution on a partially recognized problem, you can choose to influence, guide, and cooperate with what is happening now. This partnering approach is similar to the role of a midwife at a human birth.

The Sensing and Shaping Process recognizes that individuals and organizations are living systems in constant motion. And all living systems go through predictable life cycles. Accurately, locating your position along the life-cycle continuum is integral to this process because it informs you of the unique challenges and opportunities you can only see from a particular vantage point.

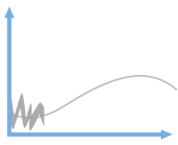
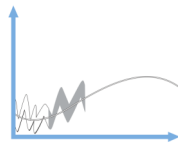
Each stage is in tension with other stages. As you recognize gestures—and the underlying impulses that are forming them—you become well positioned to influence and co-author what is taking shape.

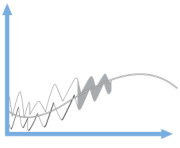
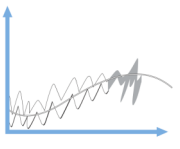
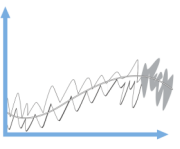
Initial responses to developmental transitions are often exaggerated or insufficient. The Sensing and Shaping Process is an experiential methodology to help generate feasible alternatives based on new ways of working with a system’s instinctive responses and gestures.

By recognizing and understanding gestures you’ll gain the wisdom to increase your awareness of what will happen next in preparation for more reliable future action.

Understanding life-cycle stages

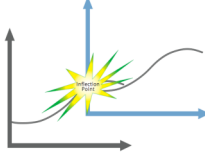
Adaptive gestures common to individuals and organizations correlate with distinct stages of development. A gesture’s pattern conveys information about the function or capability that might be missing, only dimly present or needed next.

Stage In The Lifecycle	Characteristics	Individual Responses	Organizational Responses
Inception & Incubation: 	<ul style="list-style-type: none"> • Inspiration • Ideas unformed or “half-baked” • Search for direction and possibilities • Sense potential and urgency but not clarity about how ideas will be realized • Fragile concepts in need of a container or protection 	<ul style="list-style-type: none"> • Ask for help to clarify vague or ambiguous desires and translate them into a clear aspiration, vision or goal • Reach out and search for new influences, mentors and safe places to experiment with new ways of being • Spend time with trusted friends and allies who will support a major change 	<ul style="list-style-type: none"> • Pioneers set aside time and energy for something new to develop • Try to obtain resources and safe space to pursue invention • Gather others with common interests to help • Create functions similar to “skunk works”, greenhouse or incubator
Early Development: 	<ul style="list-style-type: none"> • Focus intensively on search for viable patterns • Hyperactive with frequent shifts of attention • Little or no coordination of effort • Lots of space to pursue opportunities • Mistakes tolerated 	<ul style="list-style-type: none"> • Try out different kinds of relationships and jobs • Form and negotiate relationships and partnerships that support the new direction and vision • Create and work through a plan • Trial and error learning • Frequent identity change 	<ul style="list-style-type: none"> • Gather resources • Everyone pitches in to do whatever it takes • Create a new product development roadmap • Search for “game-changing” innovations • Invest in multiple possibilities to get one or more “solutions” that work • Experiment and prototyping (good enough for market launch) • Product or service launch

Stage In The Lifecycle	Characteristics	Individual Responses	Organizational Responses
Growth and Expansion 	<ul style="list-style-type: none"> • Focus primarily on growth and effectiveness • Specialize, and segment • Limit opportunities for directional change • Organize repetitive tasks and define roles • Experience frequent tension and conflict • Merge disparate contributions into coherent wholes 	<ul style="list-style-type: none"> • Define signature approach • Cultivate voice or sense of authority • Teach others how to participate and help • Exploit existing relationships and networks in ways to support new growth 	<ul style="list-style-type: none"> • Search for sustainable business model and/or a scalable product architecture • Define and replicate model • Cultivate new sources of revenue, and expanded capacity • Increase speed, reduce defects, streamline • Improve customer experience • Acquire or joint venture to gain new customers, technology or skill sets
Maturation: 	<ul style="list-style-type: none"> • Reinforce routine and rigid patterns • Refine what already exists • Adhere to the tried and true • Preserve efficiency 	<ul style="list-style-type: none"> • Look for subtle ways to “play smarter” • Shed activities or relationships perceived as peripheral or discretionary • Create or reinforce legacy • Mentor 	<ul style="list-style-type: none"> • Retain customers, employees, and exploit supply chain relationships • Consolidate functions and business units • Acquire and merge to solidify market positions • Outsource
Decline: 	<ul style="list-style-type: none"> • Be preoccupied with survival • Intense commoditization • Slow pace • Curb appetite for movement or creativity • Limit activity as energy unavailable to get things done • Sense ending imminent 	<ul style="list-style-type: none"> • Search for alternative jobs, relationships • Create distance between oneself and a familiar endeavor • Move out of roles associated with being a “leader” or “producer” • Take steps to end a job or relationship 	<ul style="list-style-type: none"> • Redistribute power, resources and responsibility • Reinforce power bases of individuals or sub-groups • Talent leaves • Lay offs • Sell off assets

An Inflection Point in the life cycle represents a dramatic change in course rather than a predictable transition. We show the characteristics of the Inflection Point (which can occur at any stage in the life cycle) on the following page.

The Infection Point

Stage In The Lifecycle	Characteristics	Individual Responses	Organizational Responses
<p>Inflection Point:</p> 	<ul style="list-style-type: none"> • No clear path forward but change is necessary • Experience unique demands or opportunities • Unprepared for a changing reality, disorientation • Diverse stakeholders advocate competing problem definitions and solutions • Questions and dilemmas can't be resolved at current level of complexity or functioning 	<ul style="list-style-type: none"> • Take time to pause, reflect, and refocus • Question historic patterns of relating, leadership, problem solving or self-care • Try to develop new response patterns 	<ul style="list-style-type: none"> • Assess and examine need for dramatic change at the level of strategy, business model, product and organizational architecture or culture • Form questions and initiatives designed to adapt to society's changing needs • Suspend old habits in favor of new ways of sensing what's happening or exploring what's emerging

For more about the inflection point, please download *Leadership at the Inflection Point* at: <http://www.actionlearninglabs.com/wp-content/pdf/leadership-at-the-inflection-point.pdf>.

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