Four Elements of Use of Self

**AWARENESS**

*Developing Awareness*

helps us work from multiple levels of insight about what’s going on inside ourselves, with others, and in larger systems.

**Key Questions**

- What’s happening in the larger context of our work together?
- What’s happening with other stakeholders, both cognitively and emotionally?
- How are my internal dynamics impacting others?

**Key Outcome**

I am aware of what’s happening at multiple levels of the system, from inside myself to the larger context, so I can choose where, when, and how to intervene.

**Practices**

- Scanning at multiple levels
- System mapping/Interviews
- Soliciting feedback
- Meditation

**Barriers**

- Desensitization, lack of inquiry, lack of empathy
- Reactively deflecting a message, concern or feedback, to avoid having to engage
- Habitual internal biases and narratives that create blind spots

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**INTENTION**

*Clarifying Intention*

helps us act with congruence and integrity toward the ultimate desired future state for ourselves and others.

**Key Questions**

- What action or response will serve the greater good for moving our work forward?
- Given what I know about my role in this work, how can I make the biggest difference?
- What do I want?
- What do we need?

**Key Outcome**

Based on my awareness, I am clear about how to connect my own analysis, interests, and priorities with the needs of others and the larger system.

**Practices**

- Grounding & centering practices
- Connecting to the greater purpose of the work

**Barriers**

- Introjecting biases, beliefs, and assumptions from significant others without question
- Avoiding conflict or being confluent with others in order to “get along”

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**CHOICE**

*Identifying Choices*

involves seeing “choice points” rather than reacting out of habit, bias, or fear to what’s happening around us.

**Key Questions**

- What implicit assumptions are we, and I, making about this situation?
- Where are the intervention points to shift the system?
- At which level of system should we intervene?
- What is the range of options?

**Key Outcome**

In any given situation, I am “at choice” and able to create pathways and options to move forward, even through seemingly immovable barriers.

**Practices**

- Noticing and interrupting habituated responses
- Identifying attribution of my choices to others

**Barriers**

- Projecting responsibility onto others
- Making the analysis and/or options overly complex
- Framing a decision in black-and-white or pass-fail terms

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**COURAGE**

*Cultivating Courage*

helps us “take the leap” when we need to lead ourselves and others through uncertainty, which builds courage for all.

**Key Questions**

- What’s the worst possible outcome if I do nothing?
- What’s the best possible outcome if I do act to change this situation?
- If I don’t act to change this situation, who else will?
- What am I willing to risk?

**Key Outcome**

I am willing and able to take risks with myself and in my relationships with others in service of the greater shared purpose of our work.

**Practices**

- Practicing vulnerability
- Building a support system
- Working from the gut
- Grounding practices

**Barriers**

- Acting solely based on rationale analysis to the neglect of heart, soul, and gut
- A lack of willingness to take risks because I’m trying to appear perfect or in control, or because I fear rejection

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