CoCreativeConsulting™

System Leadership Capability Model

Current Framework, January 2020

Building Effective Change Systems

- Connecting stakeholders in trusting relationships across organizational, sectoral, political, and cultural boundaries
- Aligning shared intent across diverse stakeholders
- Establishing a powerful shared intent across stakeholders
- Fostering shared and sustained commitment to high-impact work

Co-Designing Systemic Strategy

- Cultivating learning and insight from diverse sources of data into coherent, shared analysis
- Shaping effective, adaptive, and shared strategy over time
- Intervening effectively at multiple levels of a system
- Working with insight and empathy around the experiences of those most impacted by the system

Stewarding Action Learning

- Clarifying working hypotheses and advancing strategies for testing these
- Employing effective innovation processes (e.g. agile, human-centered design)
- Leading through complexity and uncertainty to meaningful shared action
- Shaping and fostering momentum through early wins within a long-term strategy
- Providing directional framing and narrative to build shared sensemaking

Using Self as an Instrument of Change

- Exhibiting awareness of self, social identity, and personal bias
- Working with a clear intent and focus while being open to learning and adaptation
- Working productively and effectively with fear, conflict, resistance, and failure
- Leading with humility and courage
- Supporting partners in the work and ensuring accountability by challenging when needed

Integrating Polarity Tensions at Each Level[1]

Leveraging critical tensions effectively is key to successful system leadership. The values in bold tend to come into focus at this level, occasionally accompanies by the subordination of the interdependent value.

Leading Self	Leading Teams	Leading Organizations	Leading in the World
Self-interest/needs & Others' interests/needs	**Received knowledge** & Examined knowledge	**Planned** & Emergent	Either-or & **Both-and Thinking**
Doing & Thinking/Reflecting	**Knowing** & Reflecting	**Linear causality** & Non-linear interrelationships	Diagnostic approaches & **Dialogic approaches**
Acting & Planning	**Advocacy** & Inquiry	**Future-oriented** & Here and now	Organizational interests & **Societal interests**
Others' responsibility & My responsibility	**Unilateral/My way** & Collaborative/Others' way	**Discernment** & Intuition	**Optimizing diversity** & Advancing alignment
Assertion & Compliance	**Efficiency** & Effectiveness	**Objective** & Subjective	Doing & **Being**
	Standards/Rules & Context/Flexibility	**Vertical** & Horizontal	**Knowledge** & Mystery
	Self (care) & Other (care)	**Directive decision making** & **Consensus decision making**	**Seeking** & Non-seeking
	'Us' & 'Them'	**Evaluative** & Appreciative	**Coordinated action** & Independent action
	Being open & Being discreet	**Standardized** & Contextual	Feasibility & **Impact**
	External features & Internal qualities	**Objective/analytical** & Personal/subjective	**Visionary intent** & Realistic action
	Sketching up & **Refining/Going deep**	**Functional interests** & Organizational interests	Early wins & **Systemic change**
	Focus on tasks & Focus on relationships	**Short-term focus** & Long-term focus	**Understanding complex systems** & Empathizing with the human experience
	Humility & Confidence	**Action focus** & Learning focus	**Commitment** & Skepticism
	Conditional respect & Unconditional positive regard	**Head** & Heart	Catalyst & **Steward**
		Expertise & Beginner's mind	Simplicity & **Deep understanding**

Integrating Across Philosophical Aspects of Cultural Difference (Dr. Edwin Nichols)

Polarities fall within broader cultural orientations or worldviews and working effectively across these diverse worldviews supports healthy differentiation and integration, greater inclusion of whole people, and more systemic and resilient solutions.

Orientation/ Worldview	Axiology	Epistemology			Logic	Process
Cultural Groups		**Applied**	**Pedagogy**	**Methodology**		
European Euro-American	**Member-Object** Value lies in the object or acquisition of object	**One knows through Counting and Measuring**	**Parts to Whole**	**Linear and Sequential**	**Dichotomous** Either/Or	All sets are repeatable and reproducible
African African American Latino/a Arab	**Member-Member** Value lies in the relationship between persons	**One knows through Symbolic Imagery and Rhythm (function)**	**Whole Holistic Thinking**	**Critical Path analysis**	**Diunital** Union of opposites	All sets are interrelated through human and spiritual networks
Asian Asian American Polynesian	**Member-Group** Value lies in the cohesiveness of the group	**One knows through Transcendental Striving**	**Whole and parts are seen simultaneously**	**Cyclical and Repetitive**	**Nyaya** The objective world is conceived independent of thought and mind	All sets are independently interrelated in the harmony of the universe
Native American	**Member-Great Spirit** Value lies in oneness with the Great Spirit	**One knows through Reflection and Spiritual Receptivity**	**Whole is seen in cyclic movement**	**Environmentally experiential reflection**	**Great Mystery** A set of 4 and a set of 3 form the whole	All sets are interrelated through the elements, plant, animal, and spiritual networks

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