Developed in the Trust Space

a. Implies instinctive belief and reliance upon someone, and the reliance on the integrity, strength, ability, and surety of a person

b. *a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another* (Rousseau, Sitkin, Burt, & Camerer, 1998, p. 395)

1 The ability to frame questions in a human-centered manner

a. Defining stakeholders not by their needs, but by the lives the stakeholders want to lead and the things they want to contribute, do, and share

b. Empathizing and identifying with others is required for developing multiple perspectives (an aspect of critical thinking), collaborating, and for understanding that change must start where the stakeholders are not where the changemakers want to be

2 The ability to recognize the difference between adaptive and technical work

a. Technical work is conflict-free; the locus of work lies with the authority figures(s); and, the problem and solution definitions are clear

b. Adaptive work is systemic; must acknowledge conflicts of values and beliefs; the locus of work lies with the stakeholders, as does the inherent knowledge of the issue and vision for the future; and, resolution requires learning and reflection-in-action

3 The ability to work in collaboration

a. Multiple perspectives and disciplinary ways of thinking are present in every group seeking long-term change; changemakers optimize multiple perspectives to better understand the issue and the stakeholders involved

b. Process whereby two or more people or organizations work together in an intersection of common goals—shared concern—desire to make progress on an issue

c. Involves bringing people together in a constructive way (Chrislip)

4 The ability to develop and engage critical thinking skills

a. Thinking in parallel, dialectical thinking, and thinking conditionally are all elements of critical thinking

b. When one thinks conditionally, it involves thinking in terms of what could be, rather than in terms of what is; of what could happen, rather than what will happen

c. The creative process requires an ability to carry forward multiple models of the world, rather than discarding all but the “one true” model; to resist getting caught up in the same old solutions, changemakers develop an ability to form multiple perspectives of the same phenomenon

5 The ability to embrace ambiguity

a. A condition where information can be understood or interpreted in multiple ways.

b. Technical work generally involves denial of ambiguity or creates its own certainty; Adaptive work embraces ambiguity to find opportunity, learn, experiment, and innovate.
The ability to command storytelling and narrative
a. Creating a compelling message that can inspire action; ties together emotion and meaning to cross factions and empower stakeholders
b. The story and narrative must also orient to purpose, speak from the heart (authenticity), and as needed, speak to loss in order to energize others

The ability to stay focused on the long term and face adversity without quitting
a. Committing to the long term possibilities and accepting the challenge to create lasting innovation
b. Ability to embrace frustration and ambiguity as integral parts of the process, acknowledging the role of self in managing reactions to both (we are responsible for our actions and reactions—B. Carswell)

The ability to remain optimistic
a. Applies an opportunity orientation (a creation paradigm not a problem paradigm)
b. Asks “What if…”
c. Embracing constraints and believing that there is an innovation that allows us to create the world that can be, not that will be

The ability to take ownership of your engagement in the process
a. More than commitment to something outside of oneself or taking responsibility for actions; what it is NOT—taking control
b. Taking ownership of the process involves merging:
i. Your passion for wanting to see progress on the issue
ii. Being accountable for your role in the system
iii. Reflecting on any barriers you may be creating that limit progress on the issue
iv. Being conscious, purposeful, and intentional
v. Willing to do what is needed, not just what is comfortable
vi. Willing to raise the heat to get into the productive zone
vii. Willing to experiment and acknowledge the accompanying risks
viii. Willing to be vulnerable in order to develop a trust-space
ix. Willing to give it the time it needs
x. Willing to engage authenticity: actively engaging and drawing inspiration through reflection with an ethic of care, respect, and honesty