

AS FEATURED IN HBC (CHANNEL 25) AND WCQ'S "WORKING TOGETHER"  
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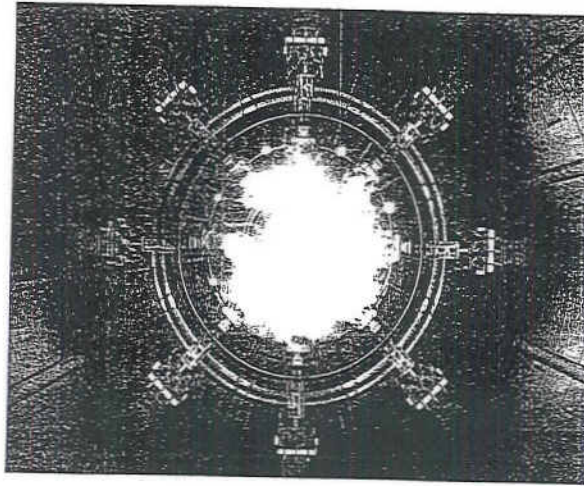
To register email Winona Council for Quality at [thrive@hbc.com](mailto:thrive@hbc.com)

Please indicate the following when registering:

1. Your Organization
2. Name of Person(s) Attending
3. Email address to contact

For more informa all Randy Schenkat at 507-457-8282

## Will Your Organization Survive in The Quantum Age?



Your Colleagues from the Winona Council for Quality  
Would like YOU to  
**Join us in Learning to Thrive**

Thursday, May 18, 2006

## ORIGINAL BROCHURE PROMOTING MAY '06 THRIVE EVENT

### Realities of Change and Learning

"My entire theory emphasizes the incredible talents of both factory and service workers, and argues that harnessing the creative energy of people currently ignored and misused is crucial to our long-run economic prosperity." Richard Florida

"Increasingly, the new core competence is creativity - the right-brain stuff that smart companies are now harnessing to generate top-line growth. The game is changing. It's about creativity, imagination, and, above all, innovation." Daniel Pink

"The pace of product, technology, and market change will continue to accelerate as competitors become more nimble, flexible and responsive to customer needs. Organizations that do not recognize the need to make learning an explicit and integral part of their strategies will be asking themselves-how did we get let in the dust?" J.W. Slocum

"A learning organization is one which improves its knowledge and understanding of itself and its environment over time by facilitating and making use of the learning of its individual members." Kees van der Heijden

"The centerpiece of the Japanese approach is the reorganization that creating new knowledge is not simply a matter of "processing" objective information. Rather, it depends on tapping the tacit and often highly subjective insights, intuitions, and hunches of the individual employees and making those insights available for testing and use by the company as a whole." Ikujiro Nonaka

"Extending the reach of teaching and learning across our community, ultimately involving all its residents as a family of teachers/learners, is not just an idea that would be nice to achieve. It is essential to positioning the Winona area to be strong and vibrant in the millennium." Gary Evans

"The competition for talent is not just between nations: The real battle is among cities and regions." Richard Florida

### Facing Some Realities

"For the first time literally substantial and rapidly growing members of people have choices. For the first time they will have to manage themselves and society is totally unprepared for it." Peter Drucker

"Much of the problem lies in behavior that flows out of an incomplete or deeply flawed paradigm or view of human nature—one that undermines people's sense of worth and straitjacket their talents and potential." Stephen Covey

"The sacred cow, CONTROL, is stifling the growth of God's people. The body of Christ is more effective when individuals are given permission to live out their God given spiritual gifts on behalf of the body rather than some restraining what they can do or can't do." William Easum

"If you treat us as robots and assume we're non-creative, we will show up as robots and non creative. It's not only the leaders themselves who have to change, but also our idea of what we want our leaders for." Meg Wheatley

"Why should we be concerned about rising inequality? Simple: Inequality equals creative waste. A good of research has shown that high levels of inequality actually retard rather than sp... onomic growth." Richard Florida

### Schedule:

7:30 Registration & Continental Breakfast

8:00 Welcome and Overview

The need to shift to an intense learning focus in all organizations and to reclaim a healthy, fun attitude regarding learning.

8:30 The Winona Corporate Stories:

Winona Health Rachelle Schultz, CEO	Fusion Coating Jeanne Hines, HR Director
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- (1) What are challenges feeling today; moving from relative (work arounds) to more playful approach? What's new in this way of approaching learning? How do employees/supervisors feel today? What have been some of the milestones in coming to this new approach to learning?
- (2) What's been the pay off? What have been other unintended consequences?
- (3) What are you hoping that this learning focus can do in/for your organization?
- (4) What would you like to know more about the learning process; what do you think you need to know?
- (5) What do you envision will happen to the ability of your organization to be competitive/viable if the learning you see yourself needing doesn't happen especially for parts of your business?

### Q&A

9:15-9:30 Break

9:30-10:20 GRAPPLING WITH COMMON CHALLENGES

Break out groups

Consider what's been shared by the two organizations on the learning path. How does it relate to your own organization? How do you see the learning path and how it relates to your organizations viability? What are learning actions participants would like to take back to their organizations? Create an action plan.

10:20-11:00 TRANSFORMING CHALLENGES INTO OPPORTUNITIES FOR GROWTH

Each group reporter summarizes the kinds of learning people are intending to learn in organizations.

What are ways and things people feel they need to learn about learning?

11:00-11:15 Debriefing on Design Intent

11:15-11:30 NEXT STEPS IN THRIVING TOGETHER

Collaborative cross organization work - imaging the possibilities

### Recent Reports on US Workers:

33% of days lost are stress related  
65% say they receive no recognition  
85% have ideas regarding how to improve work yet only 15% offer them  
55% are disengaged  
16% are "actively disengaged"  
29% are engaged for first 6 months  
From Alliance for Full Participation Summit Washington DC 2005

**WINONA:WORKING TOGETHER\***  
**Past Practices**

**WCQ 2002**  
**Emerging Practices**

-Boss has all the ideas/knowledge

-Teams with dispersed knowledge pulling in same direction

-Workplace centered on agility, innovation and learning

I think the world of the single business leader driving a business or industry to greatness just isn't the way it works anymore-Evans  
I have the good fortune of working with a great group of people and they have a lot of expertise .-Nelson  
I have come to see the people of the parish as co-workers. As people who can be empowered, people who have a lot of good ideas-Keefe

-Status Quo

-Change is constant(pace is increasing)  
-Always asking how can we do better

We all know change is inevitable, but the pace of change, as we all know, keeps increasing and increasing. So you can't rest on your laurels, you can't rest on your past successes. You have to immediately look at: how do we do this better?-Nelson  
What will this look like when we are four times the size? Van Fossen

-Departments/Silos in organizations

- Everyone should see the big picture  
-Alignment makes things work better

The onus is really on leaders to try to keep the bigger picture out there in front of people .There isn't any department or area that can stand alone, so by its very nature, everybody has to be working towards the same outcomes and same goals. Schultz

-Fire Fighting/Go For Quick Fixes

-Proactive and Constancy of Purpose

Long-term leaders need to be much more non-reactive being able to say there are some larger things going on here, and the solution is not going to be easy, there's no quick fix . King

-Seeing the world through one lens

-Open to seeing world through others' lenses

For many years as an engineer, I thought everyone looked at the world exactly in the sameway that I did. Rukavina  
I only have one person's perspective, one set of experiences. Keefe

-Boss asks questions only when thinks knows answers, Boss needs to be in charge

-Boss models comfort in not knowing all "the answers", question asking encouraged, letting go of the need to control, being open to learning of blind spots

I don't have all the answers, and I don't think any manager can say that they know everything there is to know about how to do their business. Theede

I see myself almost as a chief poser of questions within the company Van Fossen

I think a lot of leadership is about asking the right questions. Amundson

But we also have certain blind spots, certain areas where our ideas and strategies aren't the greatest, and it's an opportunity for learning. Rukavina

I thought we needed an organization for recovering leaders. Evans

-Management based on Fear

-Fear in the organization minimized(strike out fear),  
Competence and Confidence

They are confident and then they take actions without having fear. Krueger

A culture in your agency that allows people to be open about their concerns or mistakes that they make. Theede

-Blame People

-See how the whole system works

As a result of that system change and the implementation of the nine measures, we were able to reduce our medication errors. Theede  
You really need to go outside of a system and be open to inviting reflection, pondering, questioning and challenging how your systems are working.Rukavina

-Just doing the job, sticking with the SOP

-Finding Passion in work

What makes me really passionate what I do... is working with the people and helping them find the same passion, and seeing them grow and develop.Schultz

\*Contrast past and emerging practice with video quotes illustrating the emerging practice

**AGAPE- (Peckover)**  
**Association, Generativity, Adaptation, Presence, Engagement**

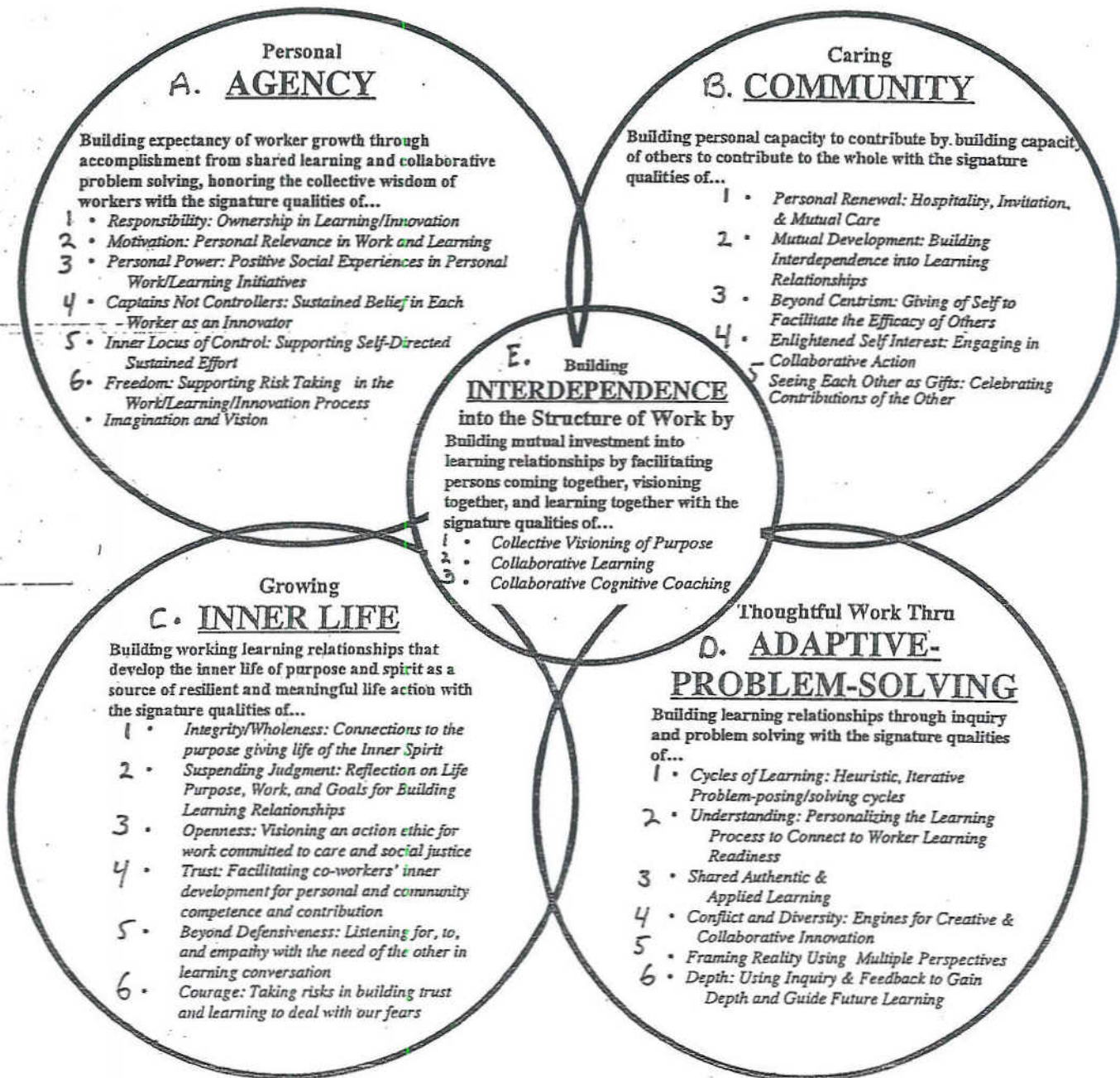


"ENVISIONING WORKING TOGETHER"

# "Learning-to-Thrive"

A Research-based Learning Framework for US- Nurturing Spirit, Purpose, and Leadership Capacity Together

- Learning to Become the Working Difference in a Caring Culture of Participatory Inquiry and Innovation
- Giving Purpose and Spirit to Work Life through Learning Relationships
- Giving Purpose to Learning and Life to Achievement through Relationships where Learning Empowers Learners to Become a Difference in the Lives of Others
- Thoroughly engaged in the process of becoming, each person's gifts are given purpose, value, and place in promoting the well being of others in school and the larger human community.



	NEW PARADIGM	OLD PARADIGM
<b>A. AGENCY</b>	Alive with the Call	Park Brains At Door
1	-responsibility -100% , indiv/collective balance	blame
2	-motivation -intrinsic	extrinsic Forces of D
3	-personal power -life's law; we wish self determination	do as told
4	-certainty -unknown, mystery, ambiguous (capt not control) faith in process/cl9	certainty Fowler/Hagberg
5	-locus of control -our intentions align, play large needs feelings in contact with self	other directed, play small
6	-freedom -internal, choice in moment	external
<b>B COMMUNITY</b>	A Place of Needs met not At the Expense of Others	What's In It For Me(WIFM) Give only to Get
1	-personal renewal	
2	-mutual development -build interdependence into into learning relationships	
5	-seeing each others as gifts	
3	-beyond centrism -giving of self to world	-for me
4	-enlightened self -focus on serving others not self explorative, generativity, mastery	-self assertive
<b>C INNER LIFE</b>	Operating from Wholeness and Non Reactivity	Touchy/Feely Doesn't Count Not on the Radar Screen
1	-integrity/wholeness	
2	-judgment -compassionately listen,	reflexive response to self&other
3	-openness -receptive to pulsating information (see life's unique lessons)	closed
4	-trust -unfolding/abundant	fearful, craving
5	-defensiveness -model 2	model 1
6	-courage/fear -spontaneous -personal know assumptions, values, foibles awareness habitual patterns, integrity	don't risk little insight
<b>D ADAPTIVE</b>	Creating Wise Ways Forward Collaboratively	What's the SOP to Apply?
1	-cycles of learning -heuristic, iterative, problem posing/solving	
3	-shared authentic & applied learning	
2	-understanding -driven by curiosity(ask why) (meaning making) constructed knowing	-received/subjective knowing
4	-conflict/diversity -engines for creative & collaborative innovation	-correct over wrong
5	-framing reality -celebrate diversity, Difference and polyocular/ symbolic/metaphor	-single, limited frames literal
6	-depth -depth and connectdness -mistakes -source of learning, part of cycle	-surface understanding -hidden
<b>E INTERDEPENDENCE</b>		
1	-collective visions of purpose	
2	-collaborative learning	
3	-collaborative cognitive coaching -degrees of connection -all is relational, holistic -power -inherent in law of situation	-separate -authority over people
	<b>MISC FRAMES</b>	
	-views of divine -love, co-creating	-fear/reward
	-nature of mankind -theory y,good	-theory x. bad



OVER VIEW OF THRIVE THEMES CODED BY MONTH AND YEAR

1=06-07    2=07-08    3 08-09    4=09-10

Visions 9-1 <i>E-1</i>	Knowing Assumption, mental models 10-3, 10-4, 2&3-4 <i>D-5</i>	Humility 4-1 <i>B-1</i>	Wisdom & Knowledge 3-3, 4-3, 11-4 <i>D-6</i>	Self Transforming Minds 11-4 <i>B-3</i>
Intentions 10-1	1 <sup>st</sup> , 2 <sup>nd</sup> , & 3 <sup>rd</sup> Person Inquiry 11-2 <i>D-1</i>	Dropping Defensives 4-1 <i>C-5</i>	Coaching 4-3 <i>E-3</i>	Meaning/ Communication 11-4, 12-4
Human Development & Models 10-1, 2-3 <i>C-1</i>	Stories 10-3, Big & Little 10-4 <i>A-5</i>	Inner Work 10-2	Curiosity 5-3 <i>D-2</i>	Ambiguity 12-4 <i>A-4</i>
Partnership/ Dominator Models in Culture 12-1	Johari Knowing 3-1	Beyond Egoic Consciousness 11-2 <i>B-3</i>	Power 5-3 <i>A-3</i>	Collaborative Problem Solving 12-4 <i>D-3, E-2</i>
Every Day Creativity 12-1	Model 2 (open, inquire, experiment) 12-4 <i>C-2, C-3</i>	Servant Leader Ala Autry 4-2 <i>B-4</i>	Identity 9-4	Leadership 1-4
Scarcity/Abundance 12-1 <i>C-4</i>	Model 1 (infer, compare, rationalize) 1-4, 4-4 <i>C-5</i>	Deep Listening 10-3 <i>C-2</i>	Love/Fear 9-4 5-4 Immunity to Change <i>C-6</i>	Barriers to Authenticity 4-1
Fear/Light 12-1 <i>A-2+3</i>	Theory U 1-3 <i>D-3</i>	Decision Making 11-3, 3-3, 5-3	Organizational Culture 9-4, 10-4	Motivation-Intrinsic 1-4 <i>A-2</i>
Community of Practice 11-1, 12-2 <i>E-2</i>	Non Violent Communication 2-1	Beginner's Mind & Edge 2-3 <i>C-3</i>	Tools 10-4 <i>D-1</i>	Theory X & Y 12-1
Coming to Know other 10-3 <i>B-5</i>	Holacracy 11-3 <i>E-e11</i>	Conflict 2-3, 3-3 <i>D-4</i>	Authority 10-4	
Relationships/ Individualism 9-4 <i>B-2</i>	Trust, Vulnerable, & Open 1-3 <i>C-3+4</i>	Responsibility 3-3, 4-3, 9-4 <i>A-1</i>	Law of Situation 1-4 <i>C-4</i>	

*Coded in script to Learning to Thrive document*

# Transformation

*"Thriving" on Collaborative Relationship Building-in-Action*

**85 year old organizational theorist Chris Arygris emailed me, a few years back, that his Model 2 (the capacity for remaining open to experience-showing acceptance, the ability to be descriptive and non judgmental, and the willingness to question, inquire, explore and experiment) was acting in Love-albeit tough love. In this act of living out Model 2 that calls for transcending ego, perhaps we are coming closer to the harnessing what Teilhard de Chardin envisioned, "Someday, after we have mastered the winds, the tides, and gravity, we shall harness for God the energies of Love. Then for the second time in the history of the world, man will have discovered fire."** --Randy Schenk personal communication

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**Transformation is not translation. It involves more than replacing one belief structure with another, more effective, pleasing one. It involves transforming from one dimension of experiencing to another, totally different one. From life-alienated, mediated contracted to direct, unmediated, authentic fullness. What is transformed/shifted is the center of gravity and point of identification, from mind/ego/self-sense structure to direct, authentic life/being consciousness.**

---Robert Gonzales

1. For you, what does it mean to harness the energies love?
2. Understanding Love itself as "teacher", in what ways is love inherently collaborative?
3. Why would Gonzales suggest transformation is a repositioning of self away from sole center executor of self-interest toward becoming mindful of life itself as an intelligent connective spirit at work?
4. Why does it make sense that the pathway to experiencing life as limitless mystery comes through understanding self as inherently relational? That is, seeing identity itself as an openness to collaborative participation in the connective spirit's life giving activity of building creative relationships?



# Where Have We Been, Where Do We Need to Go?

Please read through the series of Thrive meeting focus questions below that have occupied our thoughts and conversations for Thriving over the past four years. In your group, share your thoughts around these questions and areas using today's prompts in the box at the bottom of the page. Please scribe group thoughts and share insights with us in our large group sharing time after lunch.

1. Currently, where do you have relational spaces in your life to engage in intentional learning with others?
2. When do you find your actions being the fullest expression of your inner life's spirit of intention?
3. Where do you see the potential for identity development through (self-directed) "communities of practice" in your own organization?
4. What are the defining characteristics of the dominator and partnership models and what do each do in facilitating human potential?
5. Why do you think Dewitt Jones says creativity is "falling in love with the world?" Why does creativity require an abundance rather than scarcity mentality?
6. What power does curiosity bring to constructing knowledge and building human relationships?
7. Why is the knowledge of the person and intimate knowledge of the context key to asking effective coaching questions? In what ways do you or could we accomplish this intentional knowing in your own situation?
8. Why is shared power an essential quality for an organization that values curiosity as a life organ? Where do you currently see examples of this in your own organizational life?
9. Describe times when you consciously chose to a) remain open to experience b) be descriptive and display non-judgmental acceptance c) question and inquire d) experiment and explore.
10. At one end of the love--fear spectrum, what does love look, sound, and feel like in relationships in organizational life. At the other end of the spectrum, what does fear look, sound, and feel like in daily organization life?
11. What do you believe James Autry in his work on Servant Leadership means when he says...
  - o leadership is not about controlling people, it's about caring for people and being a useful resource for people
  - o leadership is not about being boss: it's about being present for people and building a community at work
  - o leadership is not about holding on to territory; it's about letting go of ego, bringing your spirit to work, being your best and most authentic self.
12. How does co-creation of a profound story of our own bond us in a space of potential interdependence and mutual care and call to common purpose and mutuality?
13. We need to be mindful of how our use of language provokes defenses. For instance, much language expressing relationship between labor and capital is that of fight.
14. What assumptions about the nature of knowledge must we uncover, explore and understand to appreciate the need for a different definition of "wisdom"?
15. What changes do we need to make in the way we structure work and accountability to change...
  - a. the way we perceive our lives as intertwined with the identity and future well being of our co-workers
  - b. the way we perceive our lives being intertwined with the identity and future well being of the organization itself?
16. What values and ideas are you taking back to your work setting? Which ones do you want to yet add and be more intentional with in your work life?

## Guiding Today's Conversation

1. As a collection, what strikes you about the above Thrive Meeting questions?
2. What does hearing them bring to mind for your own life during that time?
3. Where do they call you to now?
4. What sense of urgency or felt need do you find yourself wanting to engage in conversation around through these questions?