

# LEADING WITH EMPATHY THROUGH CHANGE

Creating innovative intelligent organisations

19th Sept 2022

# YOUR TAKEAWAYS

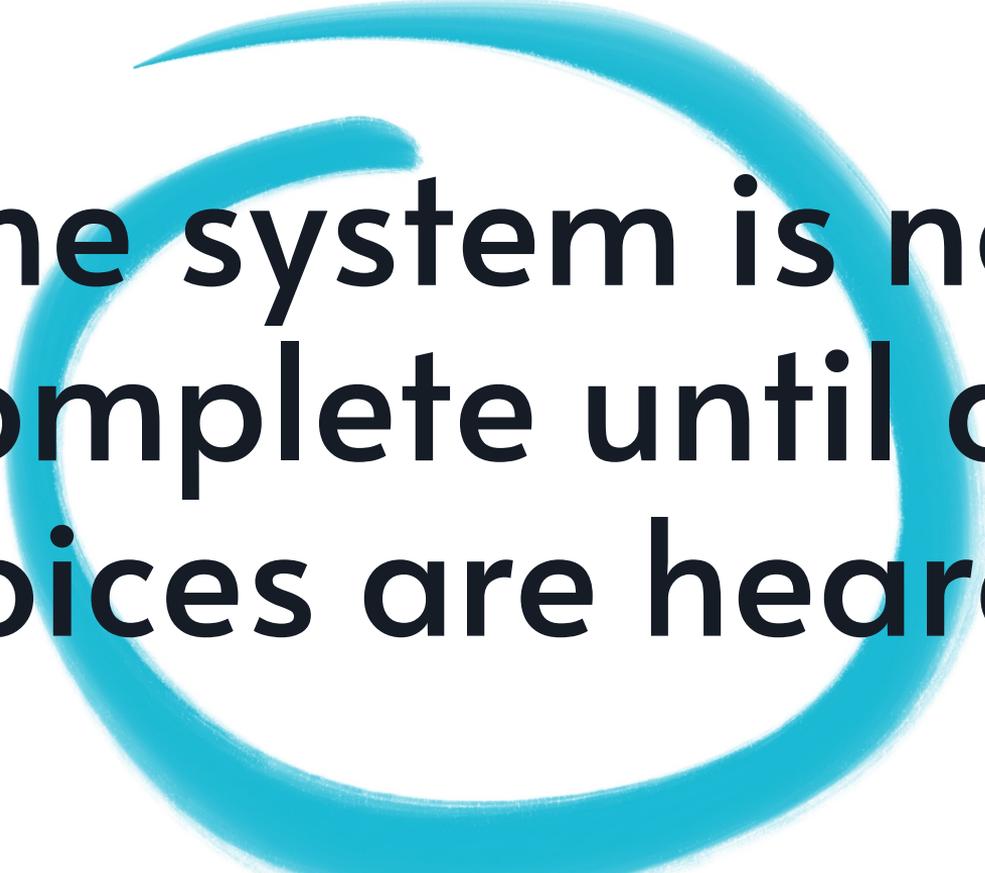
- What Relationship Systems Intelligence is and why it should matter to you
- Build understanding and empathy about the personal barriers to change and what to do about it
- Why working with the whole system is indispensable to the success of changing organisations
- The challenges of implementing Systems Leadership
- See the world a little bit **differently**

**Leadership is a shared role  
not a title**



Not just for coaches



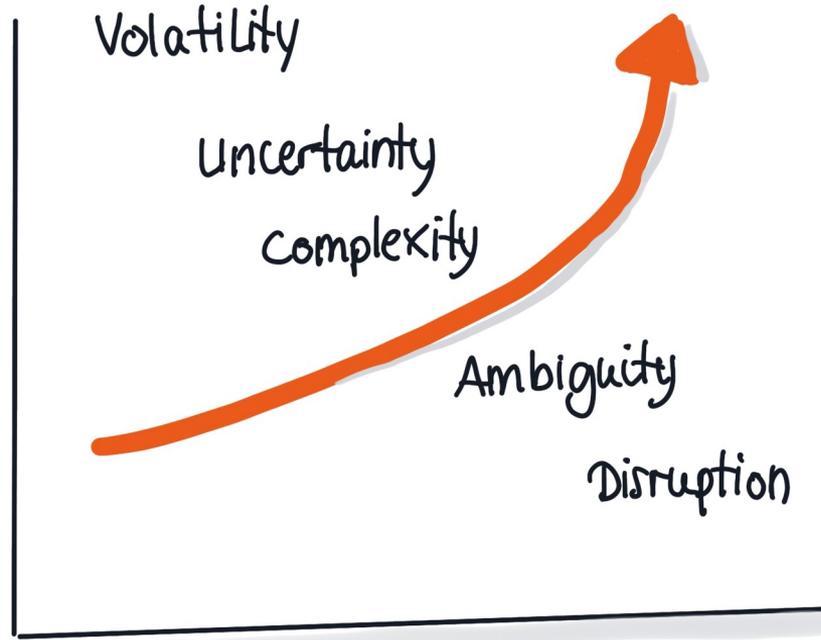


**The system is not  
complete until all  
voices are heard.**

**Arnold Mindell**



# THE CHALLENGE LEADERS ARE FACING



# CHANGE IS ALWAYS THERE

Build a strong  
collaboration  
culture

Create strong  
employee  
engagement

Deliver  
sustainable  
results

Become  
more agile  
or lean

Deal with pressure  
and overwhelm

Be an effective  
leader



Create a sense of  
belonging



WE NEED A DEVELOP A NEW KIND OF  
INTELLIGENCE LEADING CHANGE

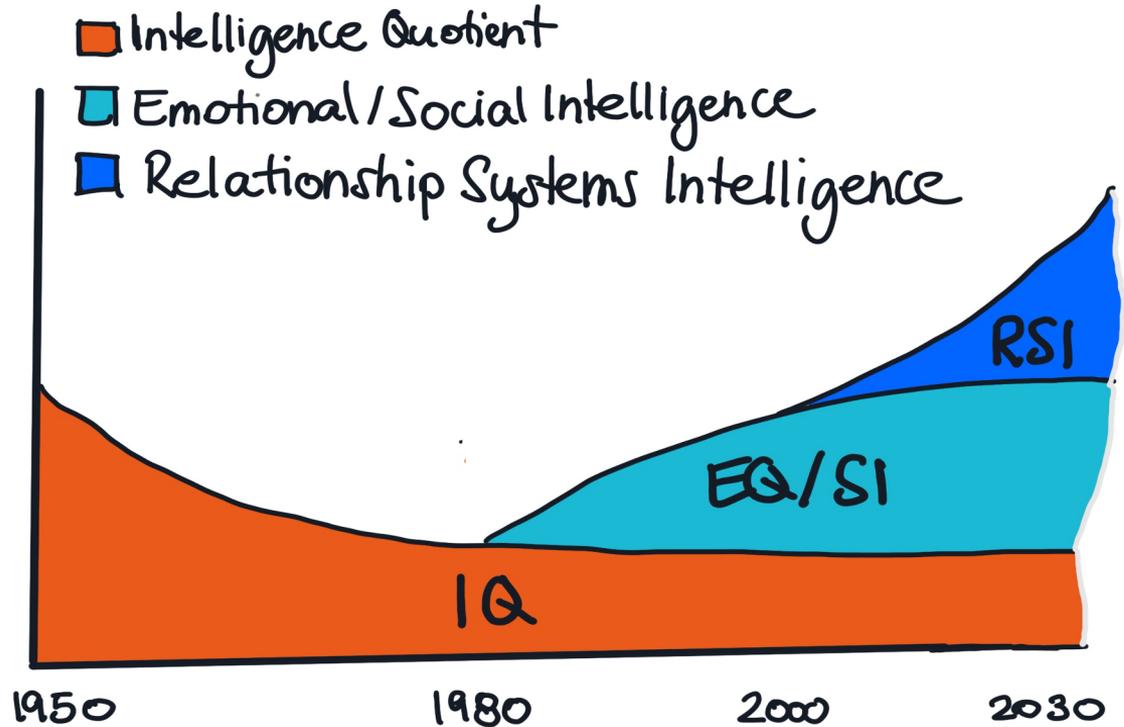
# RELATIONSHIP SYSTEMS INTELLIGENCE



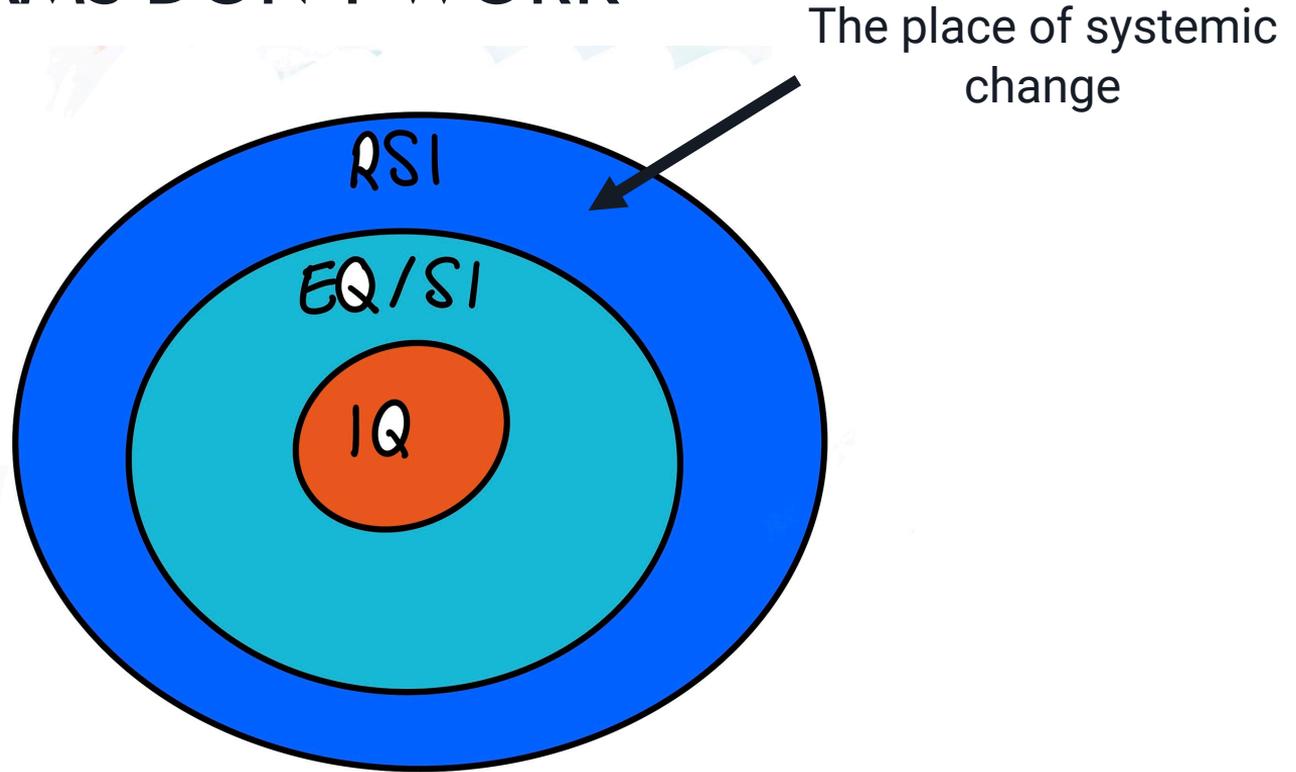
RSI is the redirection of focus from the individuals within the system, **to the whole system as an entity in itself.**

This shift in focus enables leaders, teams and organizations to move beyond personal concerns and conflicts to a **positive and generative group identity.**

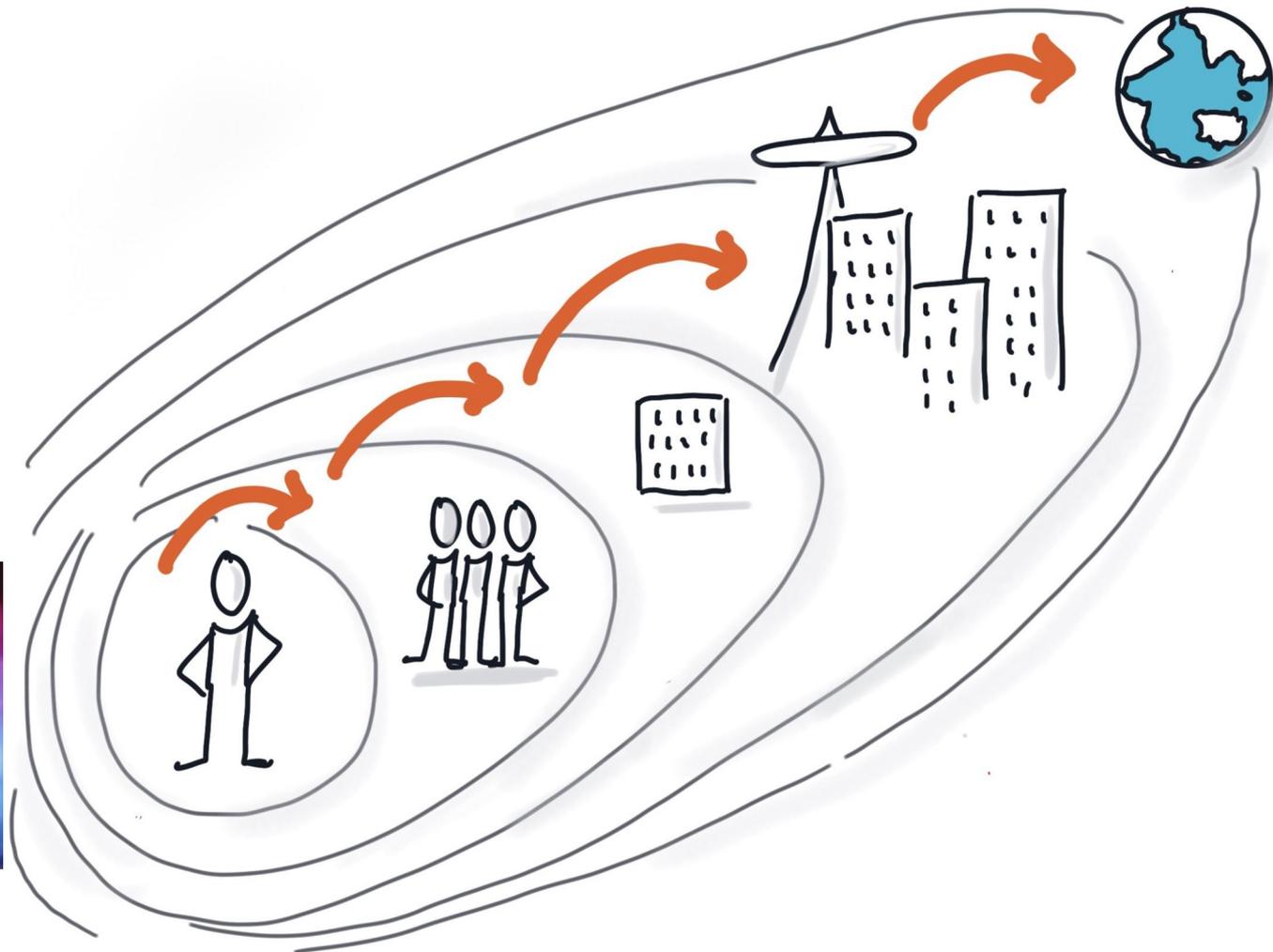
# THE RISE OF RELATIONSHIP SYSTEMS INTELLIGENCE



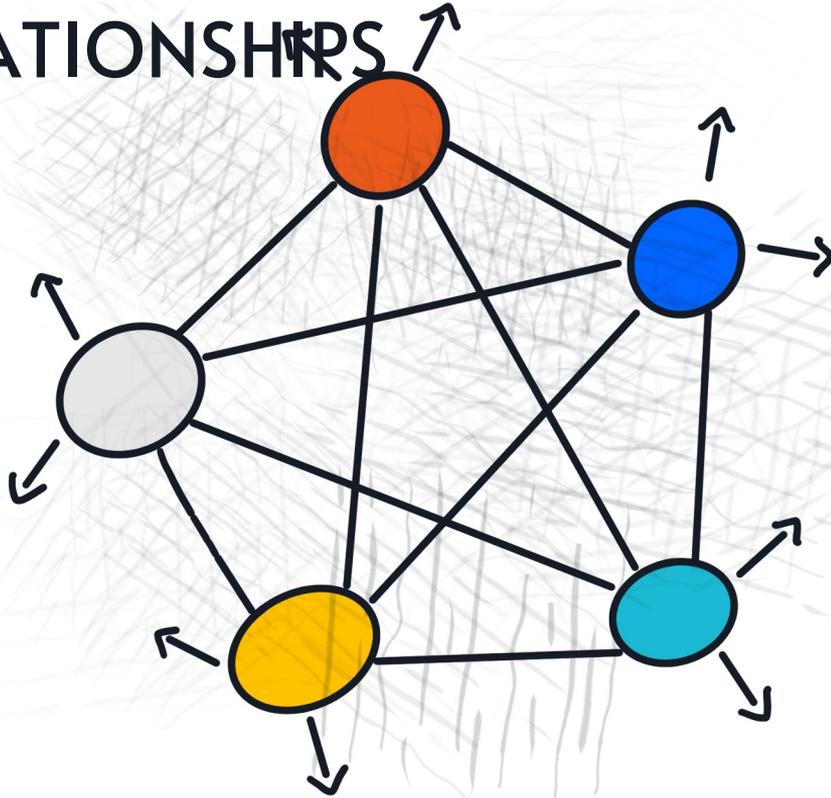
# WHY YOUR LEADERSHIP DEVELOPMENT PROGRAMS DON'T WORK



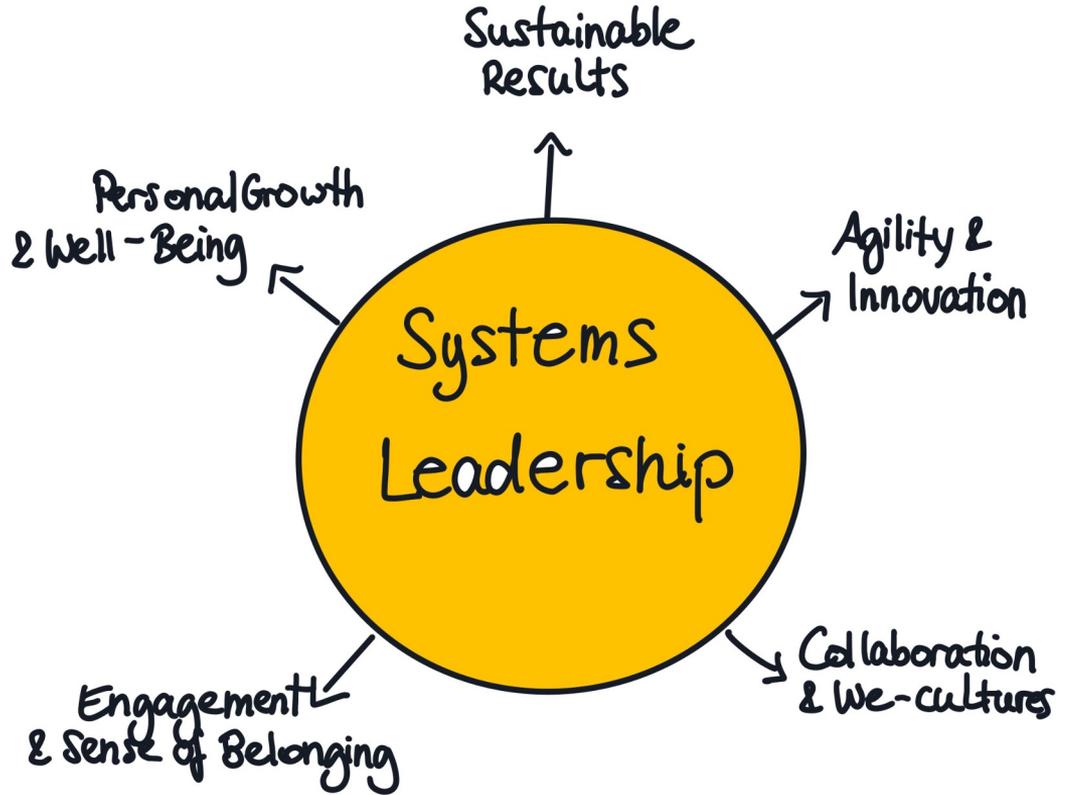
# SHIFT YOUR FOCUS



# THE WEB OF RELATIONSHIPS



# WHAT SYSTEMS LEADERSHIP INFLUENCES

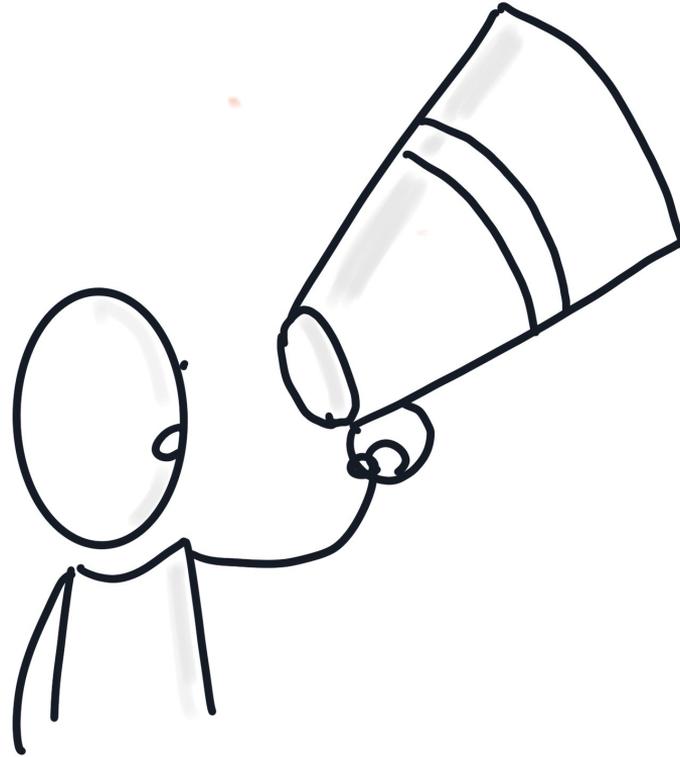


# SYSTEMS LEADERSHIP AND AGILE

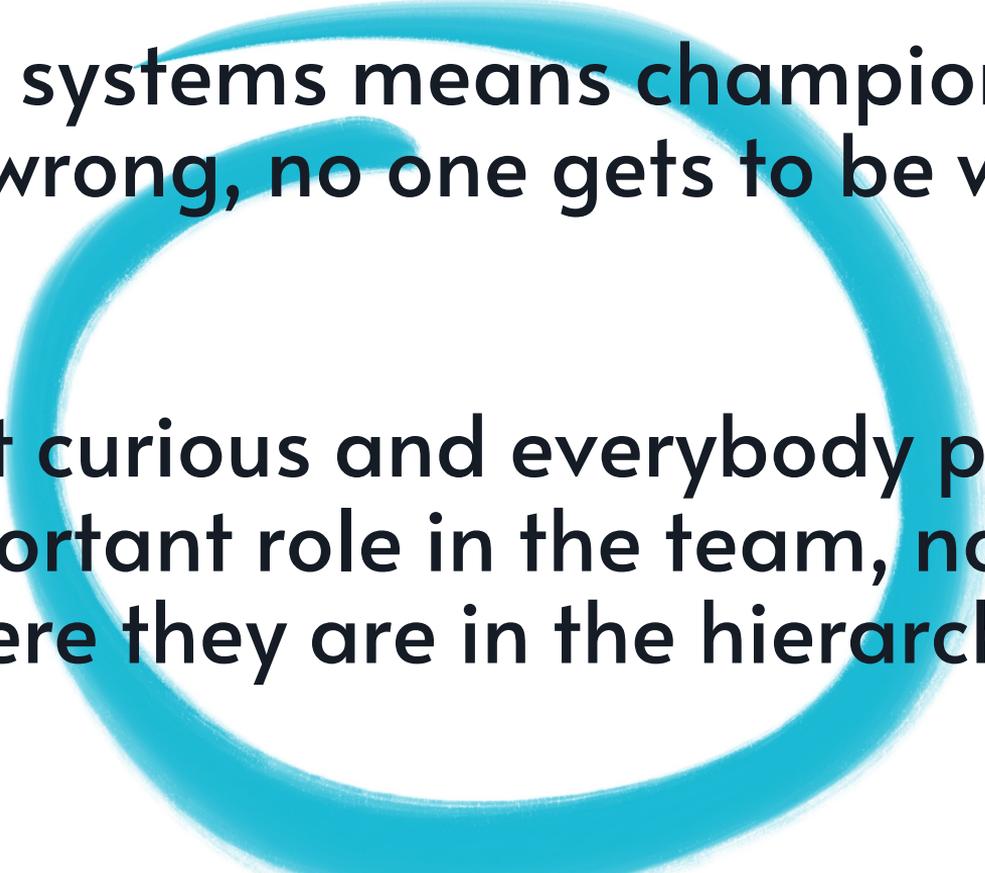
People change and  
leading  
transformations is  
complex adaptive  
work



# BUILDING EMPATHY FOR THE VOICE OF THE SYSTEM



Every member of  
the relationship  
system is a **voice  
of the system**



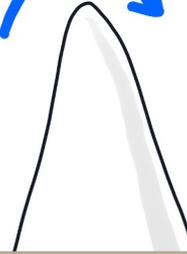
**Leading systems means championing no one is wrong, no one gets to be wrong.**

**We get curious and everybody plays a very important role in the team, no matter where they are in the hierarchy.**

**A CEO**

# CROSSING THE EDGE— EMPATHY FOR CHANGING REALITIES AND IDENTITIES

Edge



Primary

What is known.  
Where we are  
now.

## Categories of change

- Identity
- Values
- Beliefs
- Behaviours
- Mindset
- Capabilities
- Practices
- Tools
- Processes

Secondary



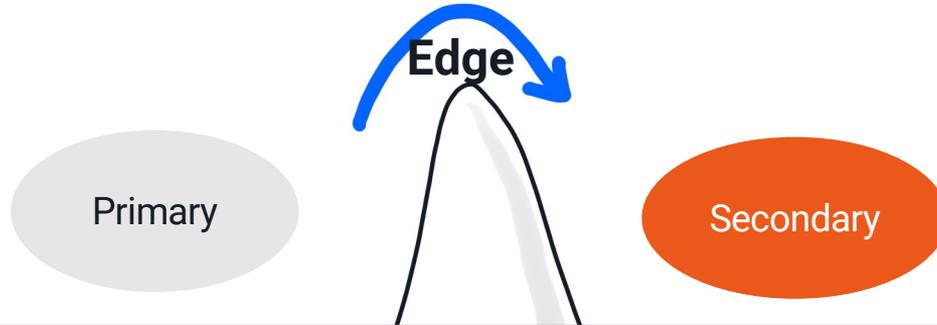
know  
we are

Futures  
e Futures  
ng Futures



Invitation to  
change

# CROSSING THE EDGE – CHANGE IS AN EMOTIONAL JOURNEY



## Edge Behaviour

Nervous laughter, confusion, fear - frozen, uncomfortable silence, unfinished sentences, changing the topic, frustration, anger

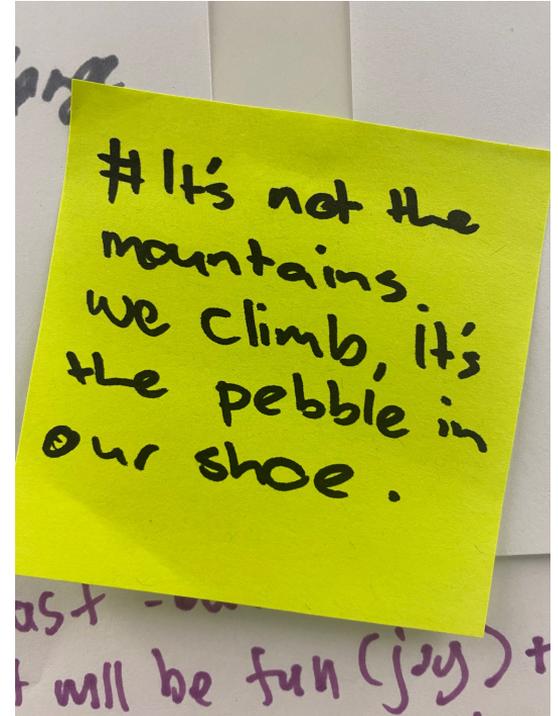
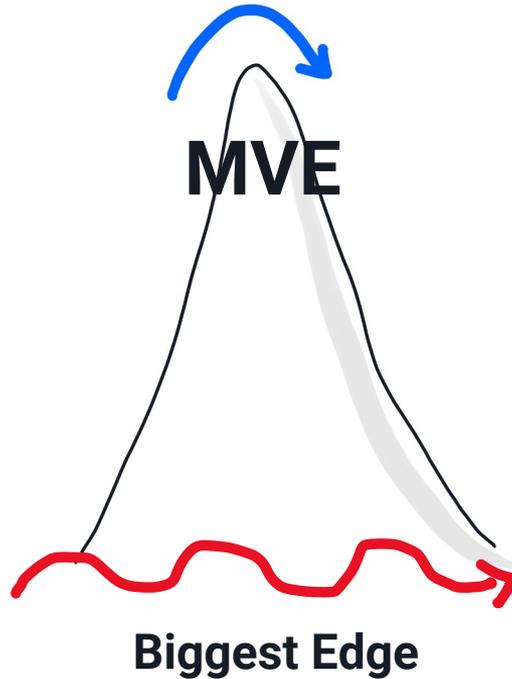
Name and normalize edges

Uncomfortable emotions

As a leader what is it that you cannot be with?

# MINIMUM VIABLE EDGE

Minimum Viable Edge



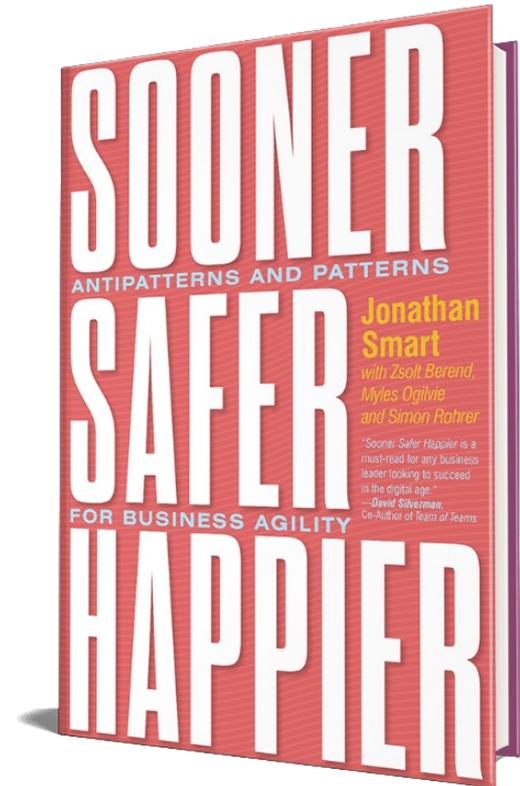
# ACHIEVE BIG THROUGH SMALL

Think Big

Start Small

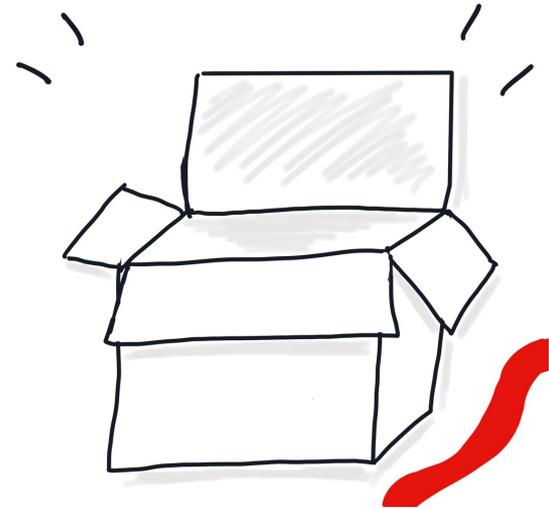
Learn Fast

<https://soonersaferhappier.com/>



# A NOTE ABOUT CONFLICT

Conflict is an unopened packet of information

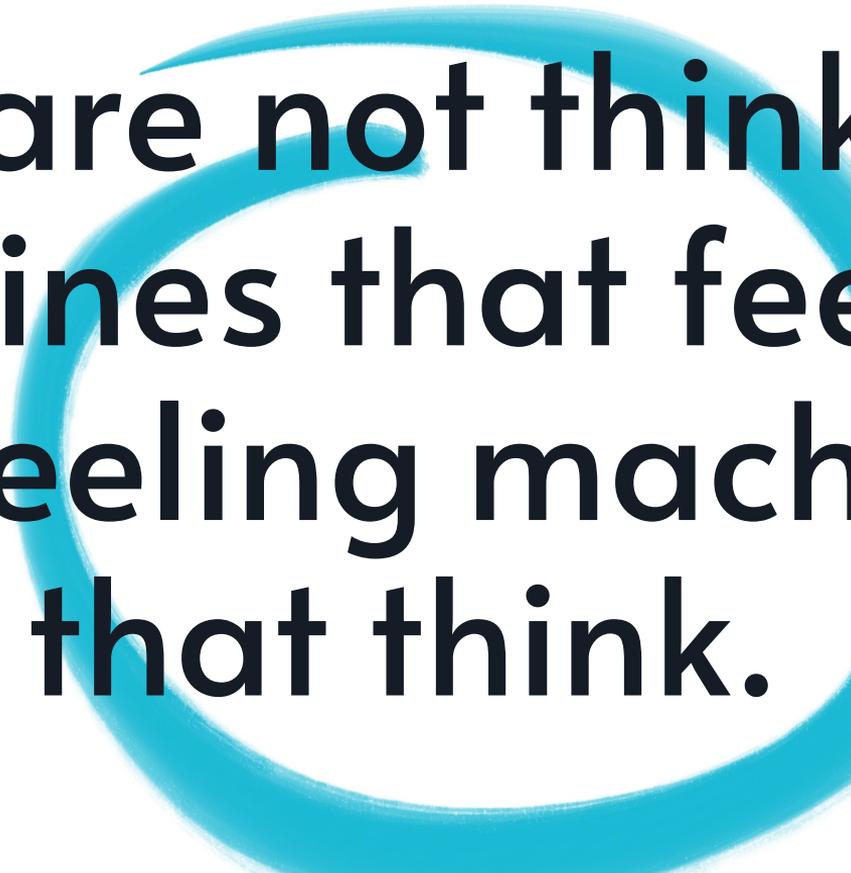


See disturbance as your ally and trigger for innovation

“People want experiences that are both personal and bottom up.”







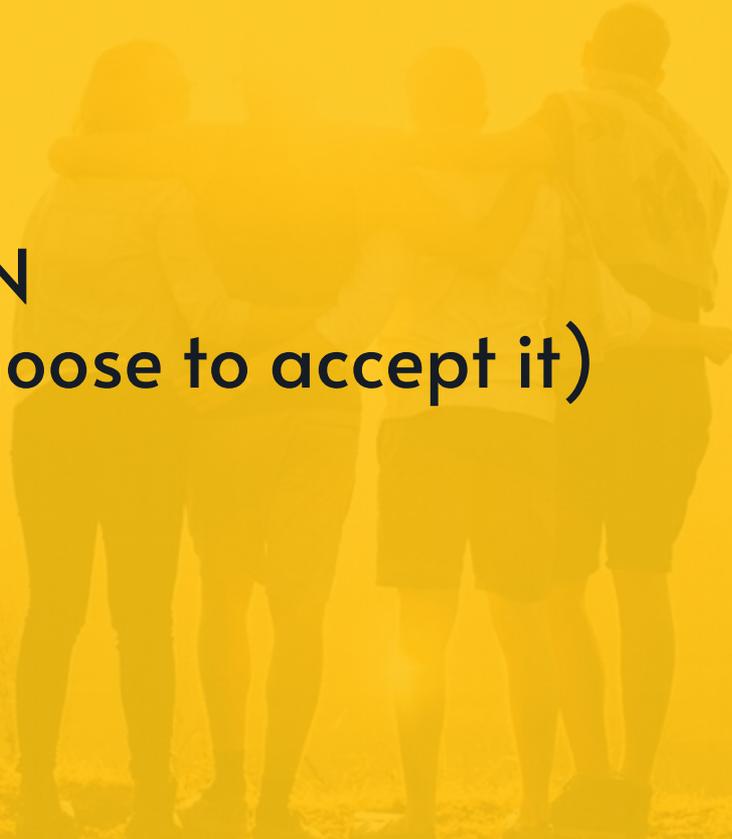
**We are not thinking  
machines that feel, we  
are feeling machines  
that think.**

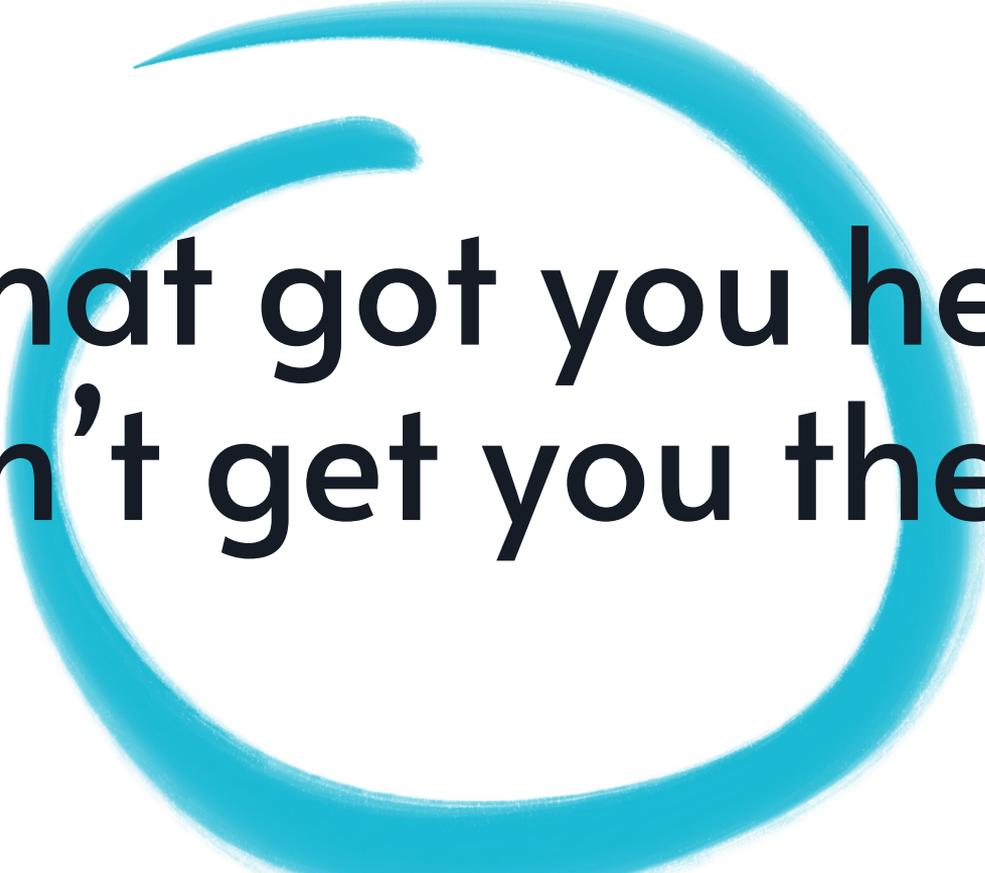
**Antonio Damasio - Neuroscientist**





**YOUR MISSION**  
**(should you choose to accept it)**

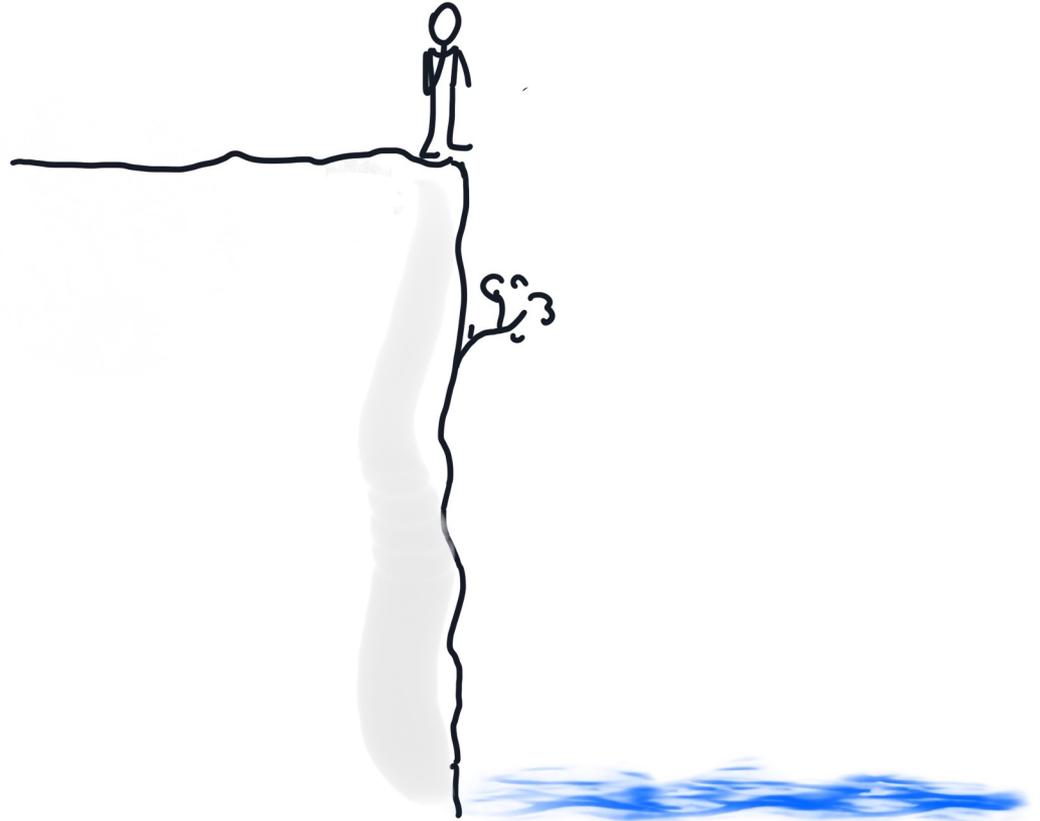


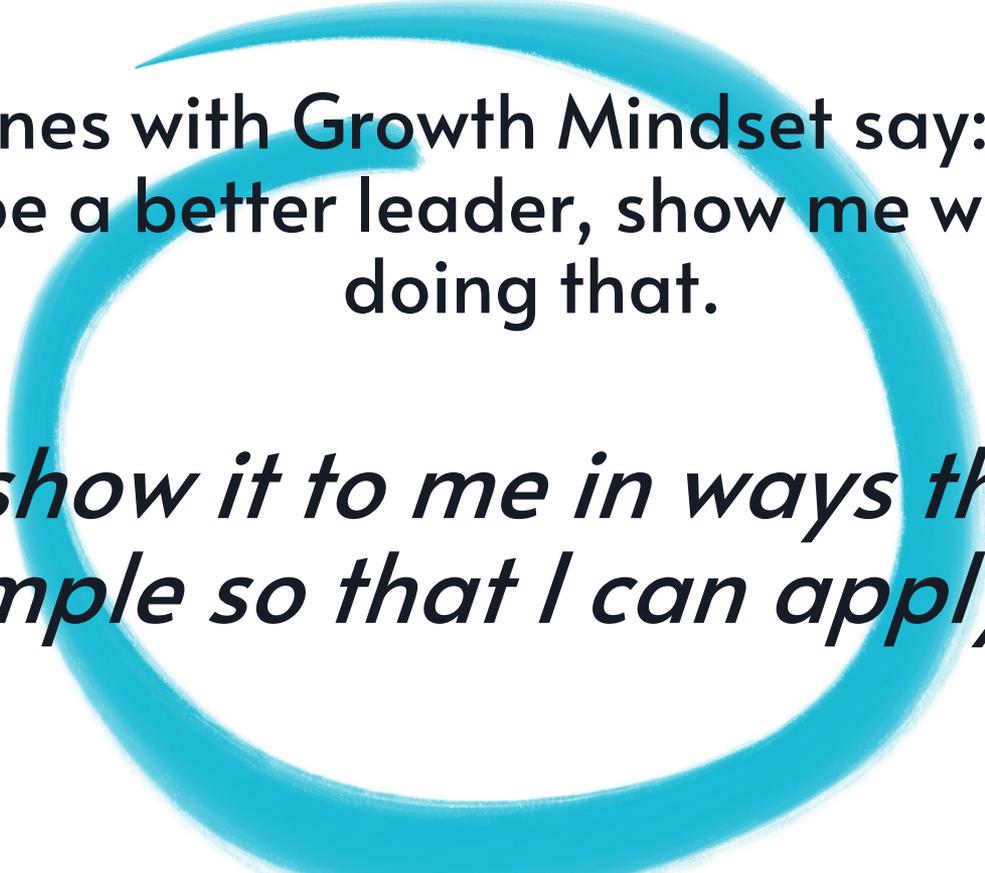


**What got you here  
won't get you there.**

**Marshall Goldsmith**

**WHAT DO YOU NEED  
TO LET GO OF TO  
BECOME A SYSTEMS  
LEADER?**





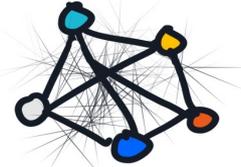
The ones with Growth Mindset say: "I want to be a better leader, show me ways of doing that.

*Yet show it to me in ways that are simple so that I can apply it."*

Director of Talent Management

# SHIFTING FOCUS

Individual



Relationship System

Resources



Human beings

Solving Problems



Inspiring Solutions

Known



Unknown-Emergence



# YOUR MISSION

- Shift your focus to the **relationship system** – sense and be curious. Expand your awareness.
- Ask different questions – **What is trying to happen?**
- See disturbance and conflict as your ally – **unpack the box.**



# Sitting in the Fire

Sitting in uncertainty and not knowing is important in Systems Leadership.

Know that the system is naturally intelligent, generative and creative.

Wait for insight to emerge.

# IN SUMMARY

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- See the world a little bit **differently**

# REFERENCES

- Systems Inspired Leadership – Frank Uit de Weerd and Marita Fridjohn
- Creating Intelligent Teams – Anne Rod and Marita Fridjohn
- Marshall Goldsmith – What got you here won't get you there
- Meetup – Organisational Relationship Systems Coaching
- CRR Global <https://crrglobal.com/>

# ABOUT ME



For over 20 years I've worked in corporate environments in teams distributed across the world implementing complex technology and processes. I noticed one of the key factors why people and work thrived, is how well everyone related and communicated.

I dedicated the last ten years becoming a coach, facilitator and trainer and see technology as a great enabler to bring people together on a global scale and creating a sustainable lifestyle for ourselves and our environment.

People are the heart of any organisation and my passions lie in helping them excel in their journeys.

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THANK YOU