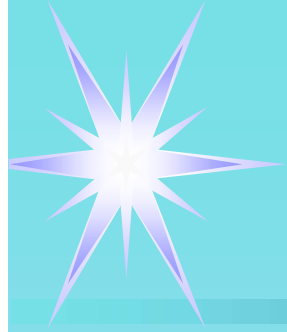


Learning Company Conference 1997

Using Large Group Interventions to create Learning Communities

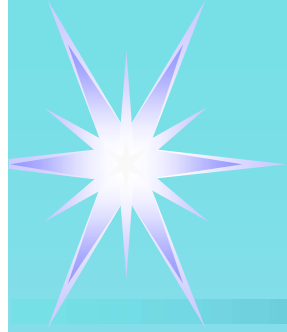
Guy Tunnickliff
Integration International



Large Group Interventions

“An organisation's rate of learning must be equal to or greater than the rate of change in its external environment”.

- Reg Revans (1982)

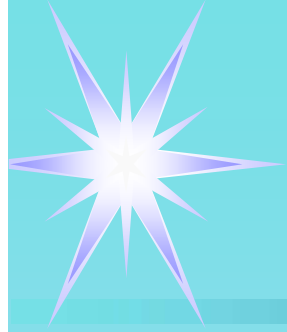


Large Group Interventions

“The world is moving from experts solving problems for people, towards everybody, experts included, improving the whole system”

- Marv Weisbord,

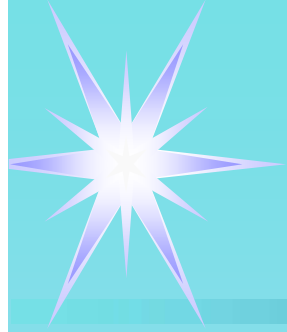
“Discovering Common Ground”



Large Group Interventions

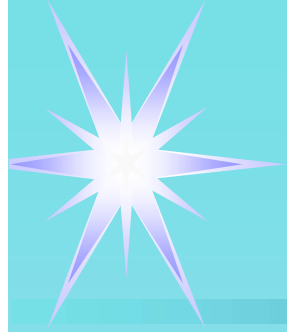
A Search Conference:

- * “leads to the development of a ***learning-planning community***”
- * “is a comprehensive approach for effecting social and organisational change - ***Real change***” - Merrelyn Emery



Large Group Interventions

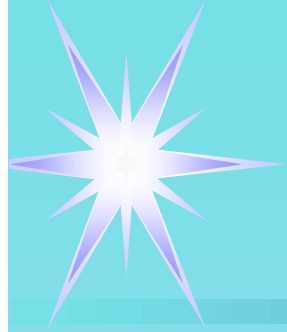
- * Involve the ***Whole System*** in changes
- * With ***Critical Mass*** of people participating
- * In ***Large Groups*** (20 - 2,000)
- * At a meeting or conference
- * Focus on **Strategic** issues and **Future**
- * With a diverse mix of **Stakeholders**



Large Group Interventions

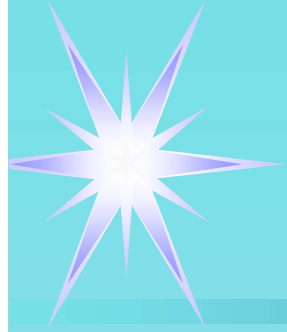
Designed for:

- * Solving problems without boundaries
- * Quick and effective change
- * Creative innovation
- * Organisational learning
- * Community development



Large Group Interventions

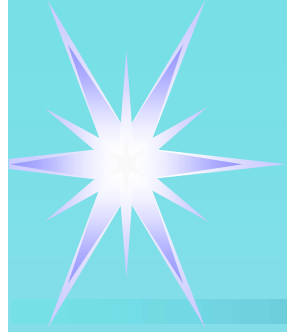
- * **Real Time Strategic Change**
 - plan strategic whole system change
- * **Search Conferences / Future Search**
 - create shared future vision and plans
- * **Open Space Technology**
 - self managed meetings to explore issues
- * **Dialogue**
 - explore limits to thinking / communication



Large Group Interventions

Real Time Strategic Change

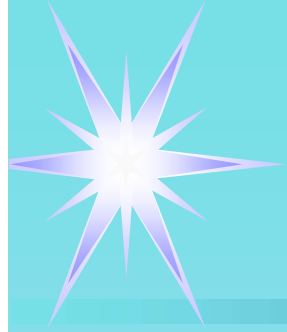
- * Ford Motor Co. - Dearborn plant future
- * Marriott Hotels - worldwide quality
- * Boeing - 777 project
- * Employment Service (U.K.) - changes
- * Corning-Ashai Video - business results
- * Walsall Council - community development



Large Group Interventions

Search Conferences

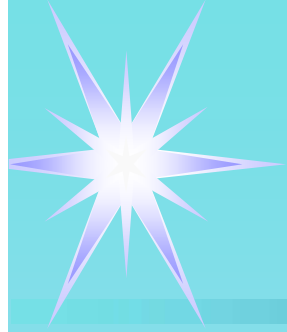
- * Motorola - global business strategy
- * Microsoft - product development
- * Hewlett Packard - strategy / empowerment
- * International Quality of Working Life
- * West Chicago E. Z. - economic development
- * Macatawa, Michigan - community planning



Large Group Interventions

Future Search

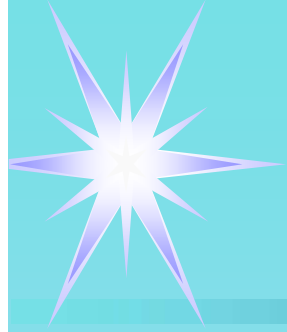
- * Haywood Manufacturing - quality
- * 3M - management & union joint planning
- * Alcan - planning new plant
- * Columbia - national electricity planning
- * Agenda 21 – local programme plans
- * Newcastle on Tyne - care of elderly
- * Civil Service Agency - equal opportunities



Large Group Interventions

Open Space Technology

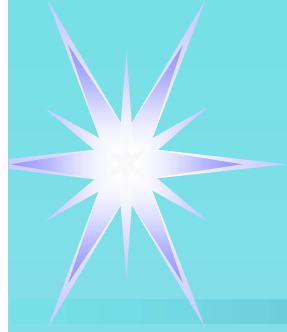
- * World Bank - strategic learning
- * Honeywell - reorganisation
- * Rockport (Reebok) - surface issues/ideas
- * Accor - change and communication
- * Engineering Council (U.K.) - development
- * Organisation Transformation - events
- * Edinburgh City of Lifelong Learning - event



Large Group Interventions

Dialogue

- * G S Technologies - management & union
- * Marks & Spencer - strategic issues
- * National Parks Service (U.S.A.) - planning
- * M.I.T. Dialogue Project - applications
- * University Department - communications
- * Lancaster Dialogue Group - learning



Large Group Interventions

- * **Real Time Strategic Change**

- Kathleen Dannemiller & Robert Jacobs

- * **Search Conferences / Future Search**

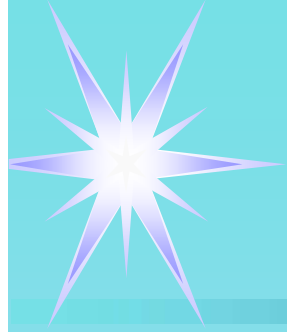
- Fred and Merrelyn Emery

- * **Open Space Technology**

- Harrison Owen

- * **Dialogue**

- David Bohm



Large Group Interventions

* **Real Time Strategic Change**

Dissatisfaction x Vision x First Steps > Resistance Change

* **Search Conferences / Future Search**

“The Whole System in the Room”

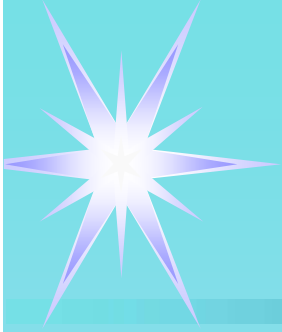
“Discover the Common Ground”

* **Open Space Technology**

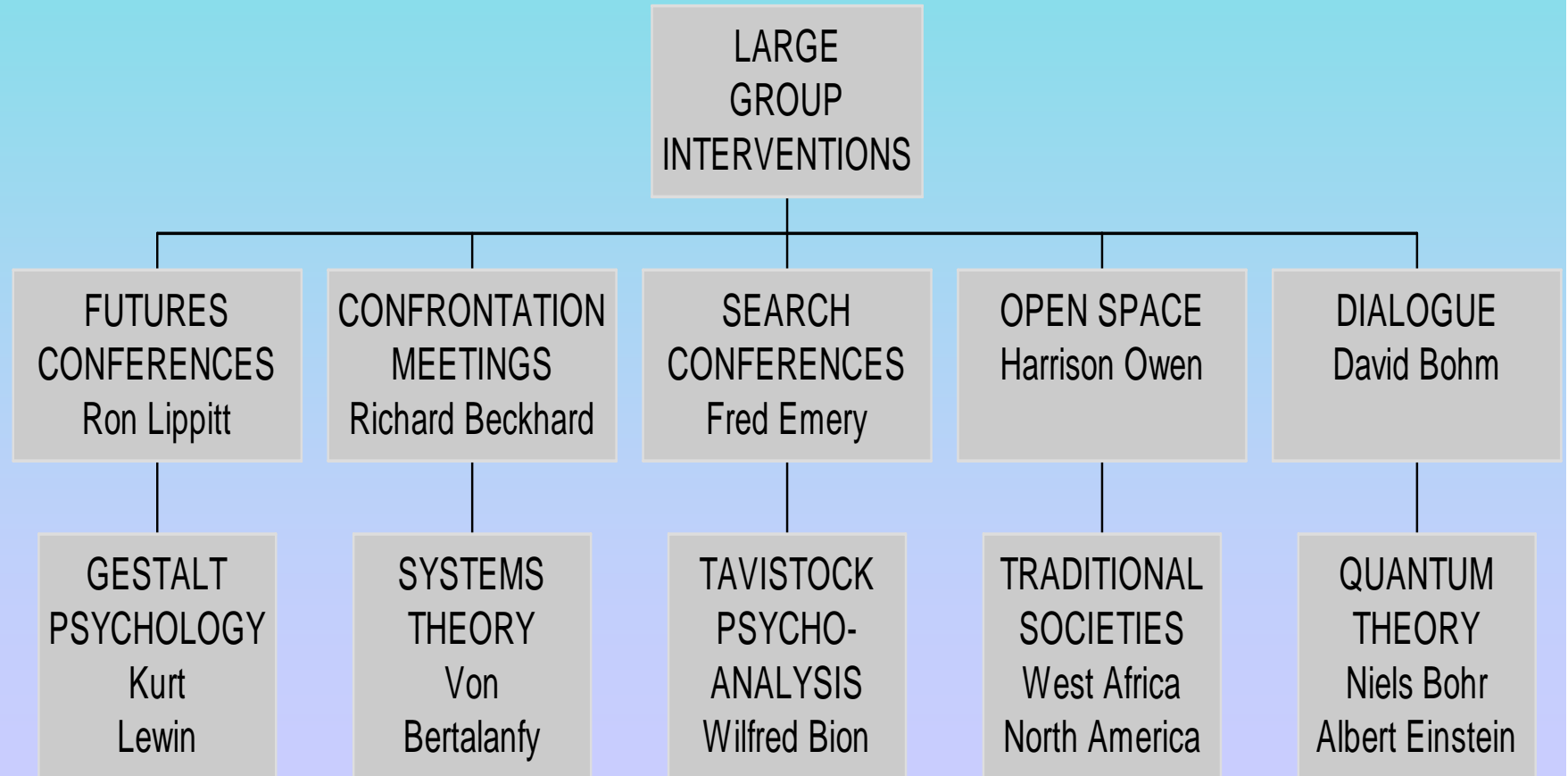
“Open Space runs on passion bounded by responsibility”

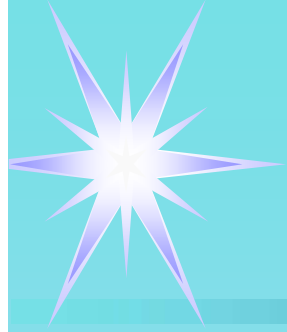
* **Dialogue**

People “participating in a common pool of meaning”



Large Group Interventions

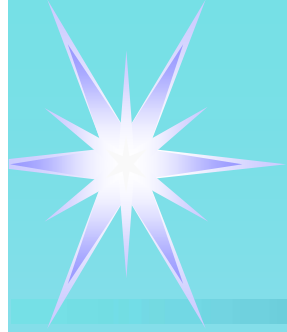




Large Group Interventions

The Barford Conference:

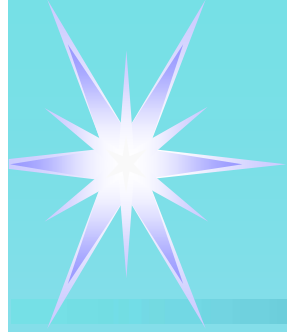
- * first Large Group - *Search Conference*
- * run by Emery & Trist of Tavistock Institute
- * merger of Bristol and Sidley Aero-engines
- * to search for the meaning of possibilities
- * using Asch's communication criteria and Bion's group emotions ideas



Large Group Interventions

Asch's Communication Criteria:

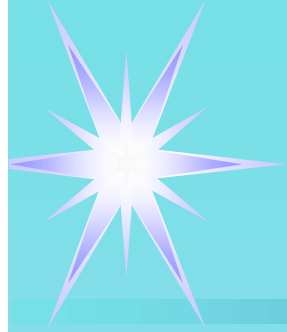
- * all “talking about the same world” and facts
- * all have basic psychological similarities
- * *shared psychological field* as “facts of one person’s world become part of the other’s”
- * experience common dilemmas / shared fate and plan accordingly



Large Group Interventions

Other Methods:

- * I C A Strategic Planning Process
- * The Conference Model
- * Mobius Model
- * Participative Design Workshops
- * Work Out
- * Simu-Real



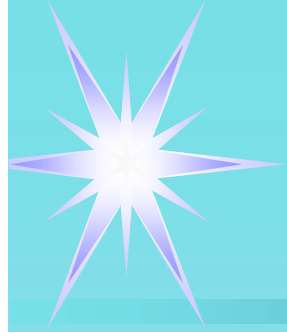
Charting the Past

Aim: To create a community picture of our world, values and histories.

1. Make a note of memorable events;-

- * personal
- * organisational
- * global

2. Write this information on the wallchart.

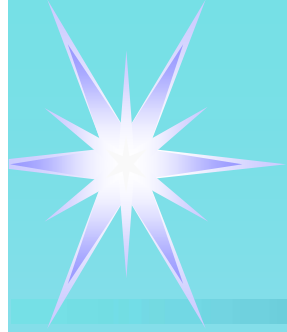


Charting the Past

Personal events

What you did? (Why was it important?)

1. Note down 1-2 events for each time period.
2. Transfer your notes to the timelines on the wallchart using marker pens.



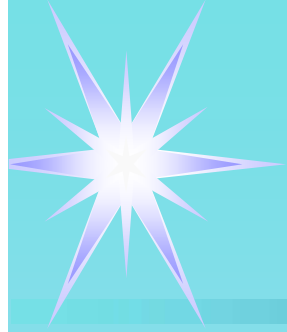
Charting the Past

Organisational events

What happened? (Why was it important?)

1. Note down 1-2 events for each time period.

2. Transfer your notes to the timelines on the wallchart using marker pens.

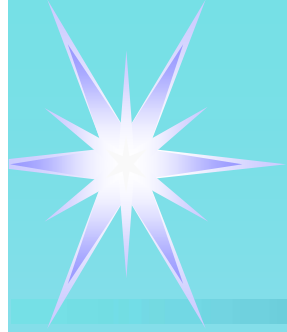


Charting the Past

Global events

What happened? (Why was it important?)

1. Note down 1-2 events for each time period.
2. Transfer your notes to the timelines on the wallchart using marker pens.



Charting the Past

Aim: To identify themes and patterns that have shaped our community.

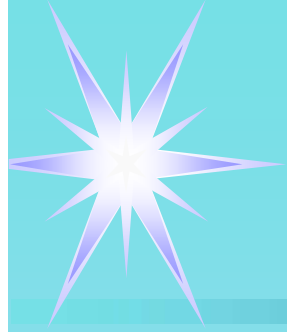
Group(s):-

1 - look at **PERSONAL** line

2 - look at **ORGANISATIONAL** line

3 - look at **GLOBAL** line

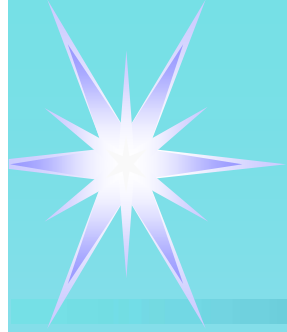
What story does it tell? What themes emerge?



Future Search

Basics:

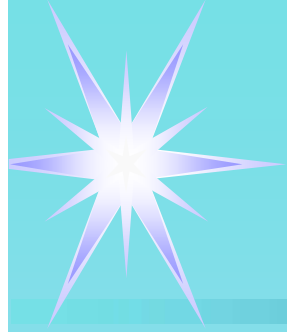
- * *Whole System* in the room
- * Explore *Global context* before take
Local action
- * Focus on Future and building
Common Ground
- * Self management and taking responsibility



Future Search

Agenda:

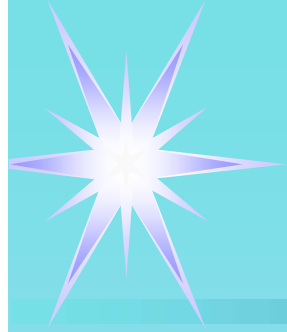
- * **PAST** - where we have been
- * **PRESENT** - where we are
- * **FUTURE** - where we want to be
- * **ACTION** - how we get there



Future Search

Process:

- * Explore the collective past
- * Identify trends shaping the future
- * Express the “*prouds*” & “*sorries*”
- * Create scenarios of desirable futures
- * Find the common ground for the future
- * Develop action plans



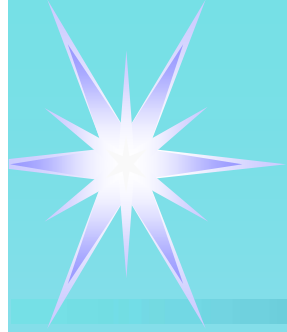
Future Search

“Search for Quality” - Future Search

Haworth Manufacturing Inc. Michigan

After watching the video make a mindmap for one of these issues;-

1. Responsibility/ leadership
2. Learning process
3. Community building
4. Outcomes



Learning Community

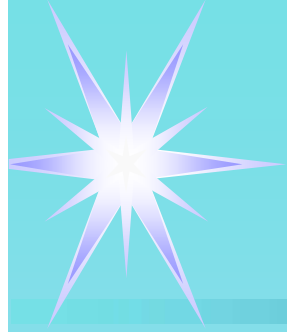
Metaphors:

What images, thoughts, feelings, associations are you aware of when you think about:

* **“Community” ?**

Make a note of a few key words.

Display these words in meaningful clusters.



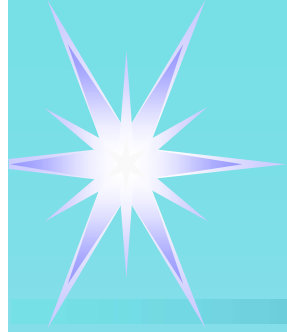
Learning Community

“Community”:

* “*Kommein*”=

“Change or exchange,
shared by all”

* basis of human co-operation for
many millennia



Learning Community

Features:

- * Shared values and meanings
- * Democratic principles
- * Shared information and learning
- * Valuing diversity
- * Co-operative action and participation
- * Releasing creativity and potential