

Leading Change: The Opportunities in Uncertainty

OCCMA Summer Conference, Pendleton, Oregon

July 20, 2023, 12:15p to 1:30p

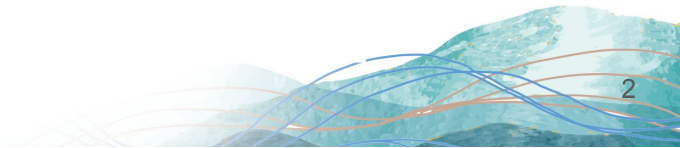
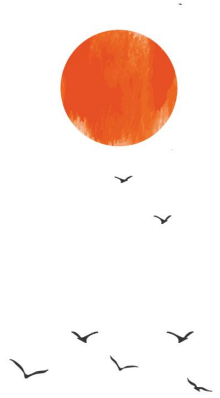
With Gisela Wendling, Ph.D
The Grove Consultants International



Leading Change: The Opportunities in Uncertainty

Focus & Flow

- Learn and apply the Liminal Pathways Change Framework
Explore a personal or professional change challenge
- What is change?
Drivers & types
- Insights into change: Highlights from the LP Study



Setting the Context

12:20

In the NYT article on April 18, 2023, the economist and sociologist, Jereme Roos, writes

“...our age of upheaval has blown the future wide open... To truly grasp the complex nature of our current time, we need to first of all embrace the most terrifying aspect: its fundamental open-endedness...”

It is precisely this radical uncertainty that gives rise to such an existential anxiety... All we know is that our civilizational rite of passage opens the door to a future. It is up to us to walk through.”

The New York Times

OPINION
GUEST ESSAY

We Don't Know What Will Happen Next

April 18, 2023



Liminal Pathways Study Result:

Current Crises as Rites-of-Passage

Survey participants were asked:

Do you believe there is something to be gained by thinking of the combination of current crises (pandemic, economic decline, climate emergency, racial inequalities, and so forth) we are facing as a global Rites-of-Passages?	73% agree
	26% somewhat agree
	1% disagree

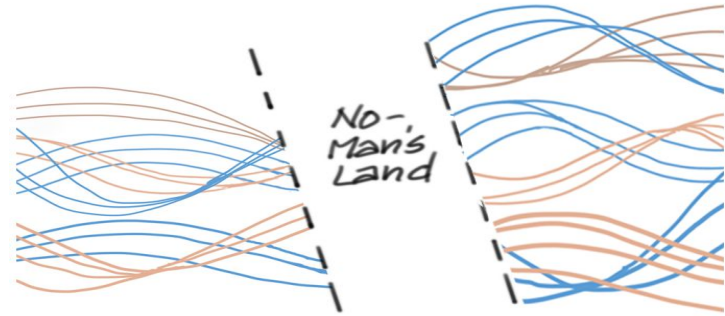
*“Accepting that we are caught in the middle of a great turnaround helps make sense of the tumultuous events and feelings around us. **It is in the middle of what seems like the very end of everything that things secretly begin again.**” (Mead p.17)*

Liminality

"Liminality is always characterized by crossing a definitive threshold...

...passing through an undifferentiated yet potentially transforming time and space."

Timothy Carson



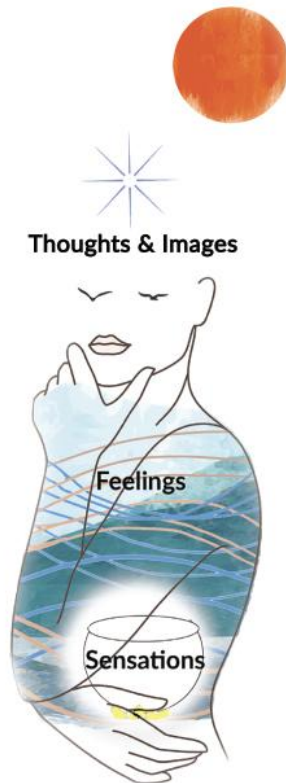
Crossing No-Man's Land

"Have you ever walked across a "no-man's-land?" Do you remember what it felt like? It is the experience you can have leaving one country before crossing the border of the country that you are entering."

Liminal Pathways Study

What Is Your Change?

● List Current Changes



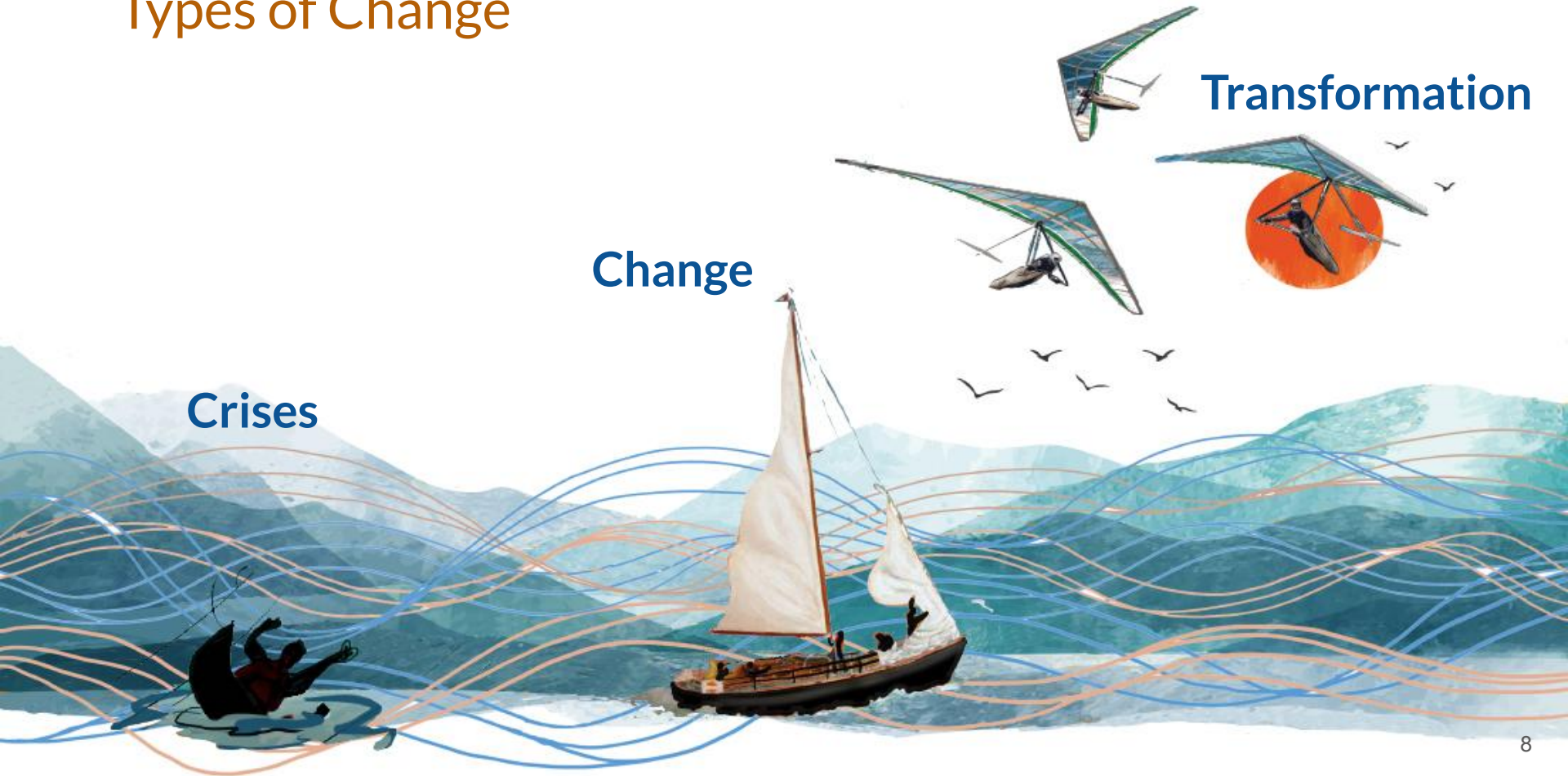
Name Your Change

● Notes

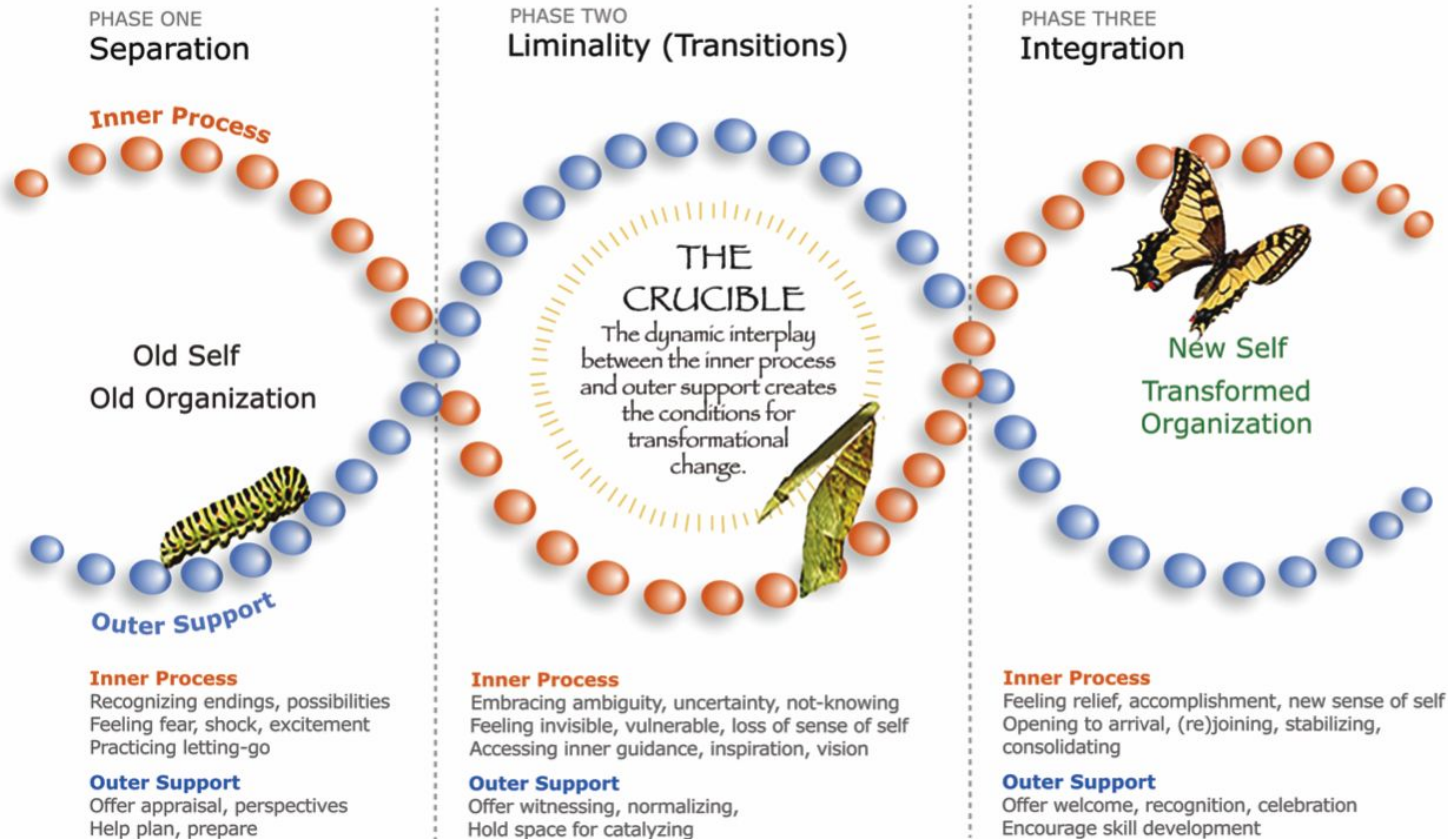
Drivers of Change



Types of Change

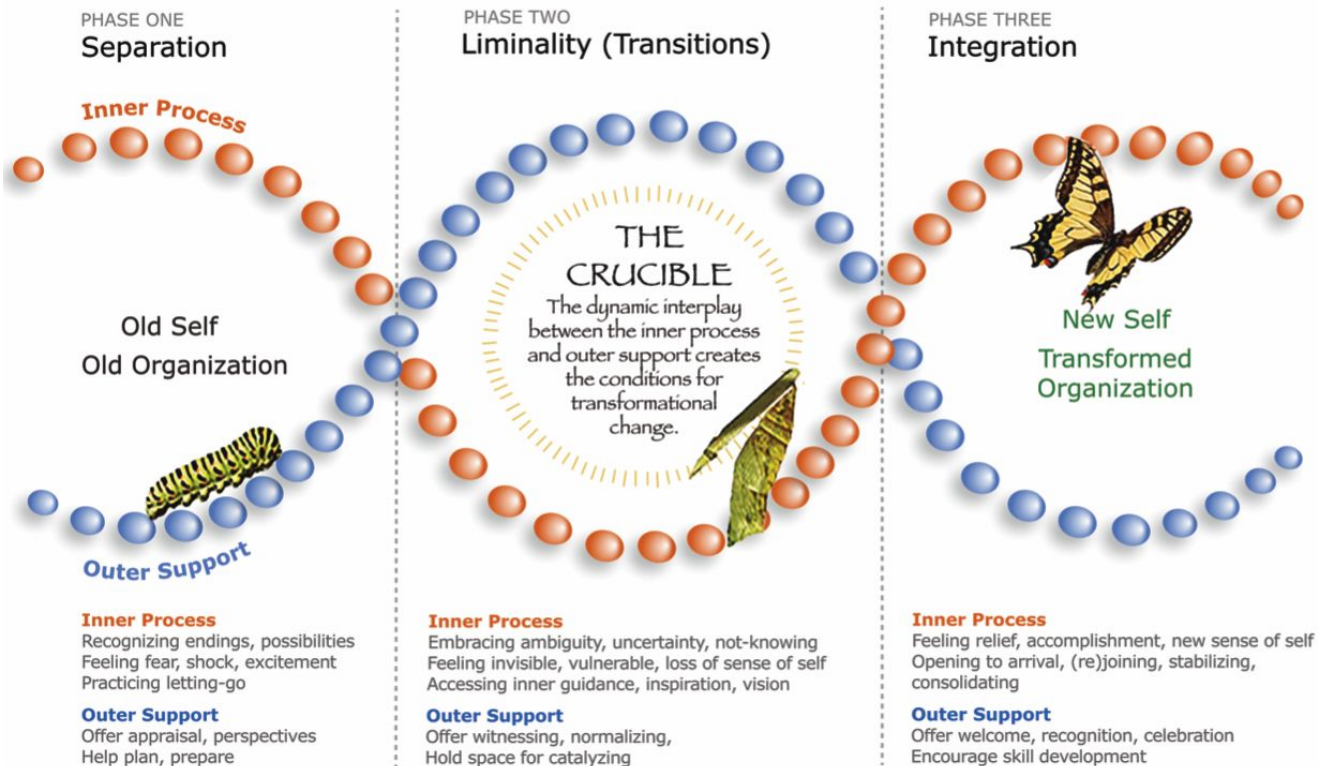


The Wendling Liminal Pathways Change Framework™



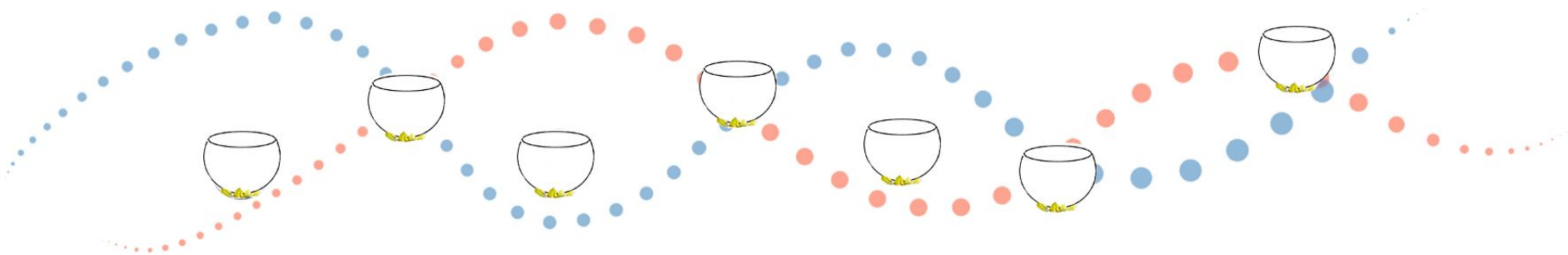
The Liminal Pathways Change Framework

- Origins
- Rites of Passage:
3 phases, many
rites



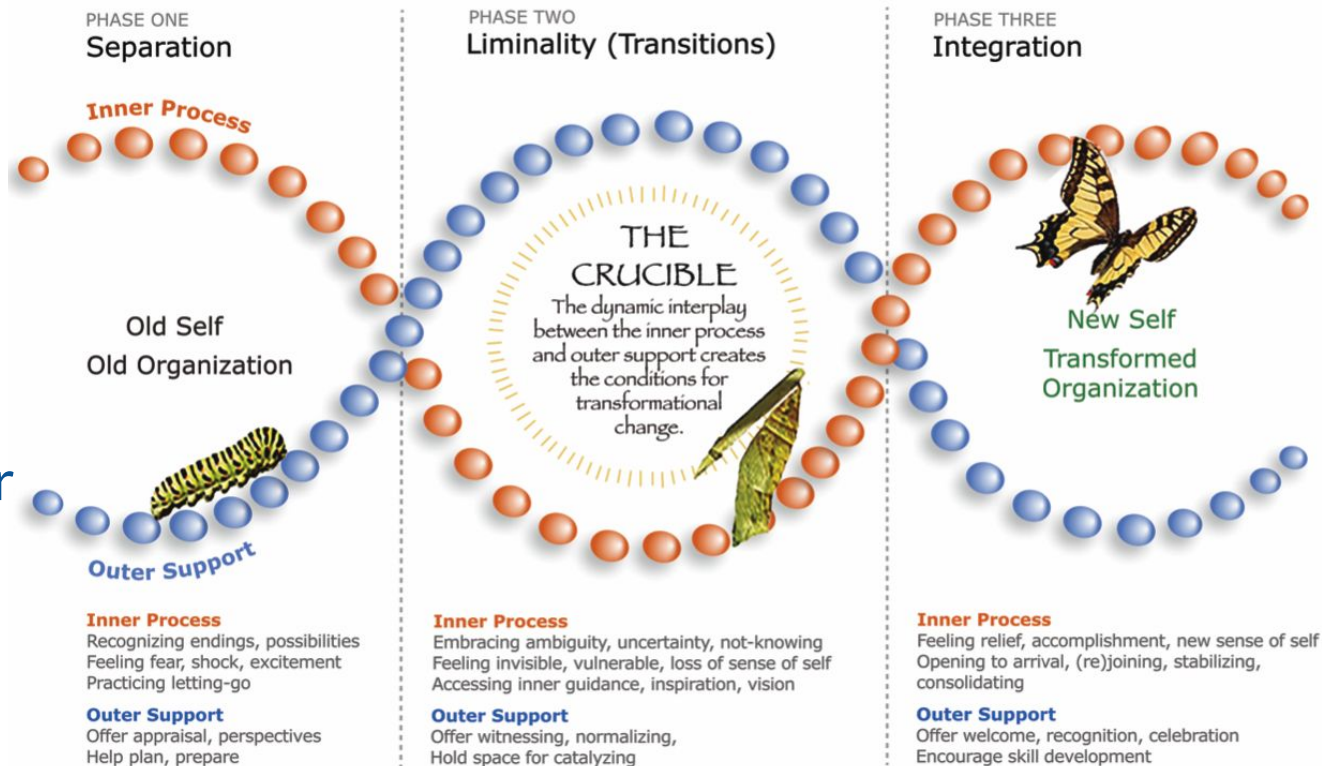
Rites of Passage

- Anthropological term
- Cultural groups adopt practices to assist their communities and individuals through the “uncertain waters of change.”
- These practices cultivate and harness the momentum of change.
- Rites of Passage reflect the death and birth cycle of change.
- Basic pattern is part of any type of change or life crisis.



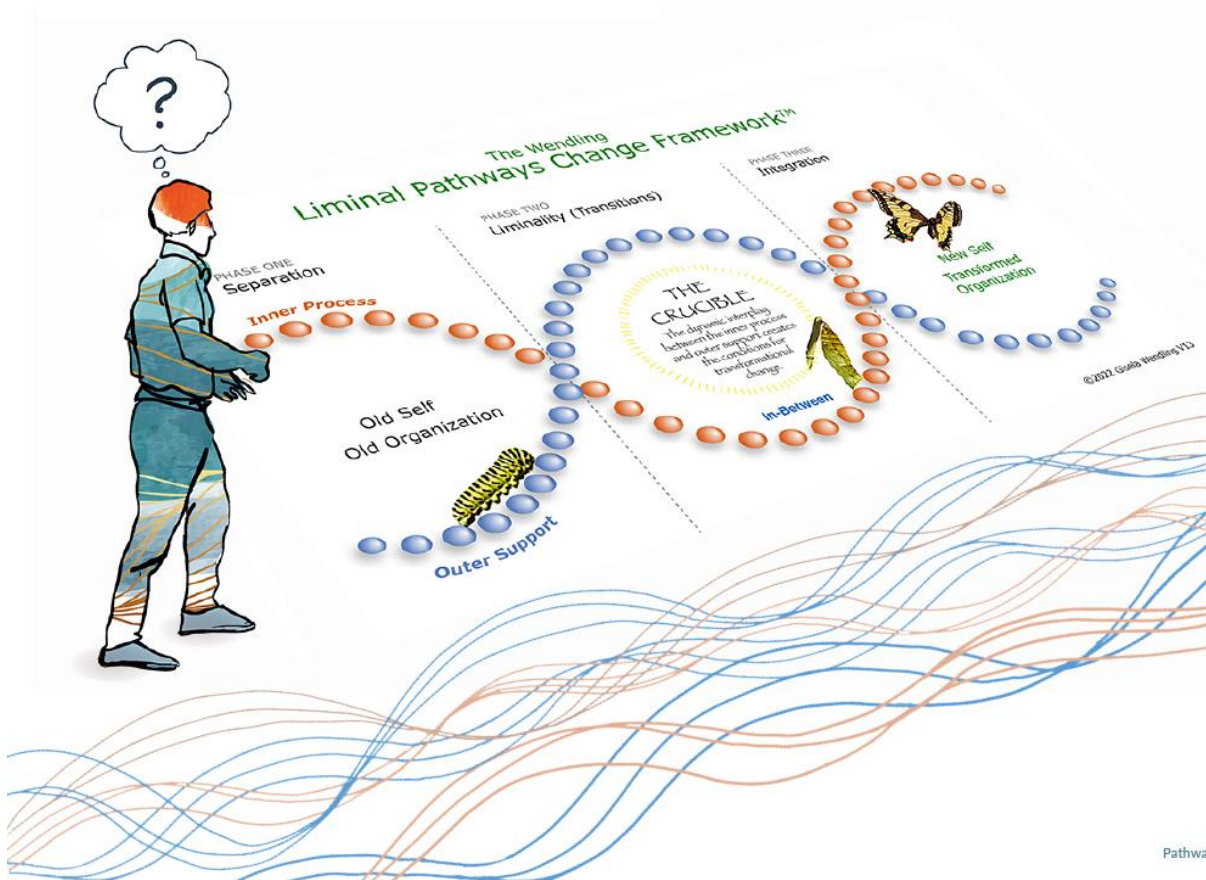
The Liminal Pathways Change Framework

- Phase 1: Separation
- Phase 2: Liminality
- Phase 3: Integration
- Inner Process & Outer Support
- Crucible & Butterfly



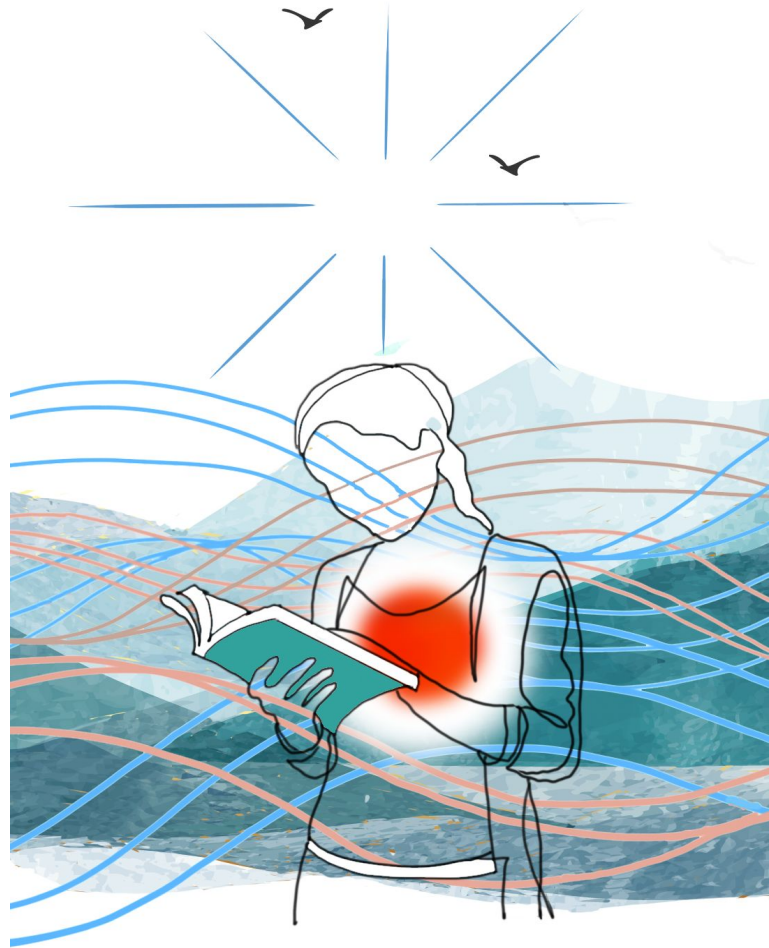
Where Are You in the Process?

● Notes



The Liminal Pathways Study

- Why?
- Participants & Approach
- Key Results and Insights



Key Result

Using the LPF to think about change

Nearly 70% of the participants used the framework to 'think through' nine types of change situations that I had proposed in the survey.

70% to 81% used the framework to "think through" the following:

Most Used Applications

	Often	Sometimes	Would Like To
Org. development practice	50%	31%	10%
Supporting leaders of change	42%	35%	11%
Leadership development	31%	40%	21%
Personal life	37%	42%	16%
Personal growth/spiritual devmnt	33%	37%	23%

41% to 46% used the framework to "think through" the following:

Least Used Applications

Working with social change	21%	21%	33%
Environmental change	25%	21%	29%
Health & community development	31%	10%	30%

Key Result

Application Areas

The initial survey synthesis identified 44 instances of LPF application, which I thematized into the 17 application areas listed here.

Systems Change

1. Organizational Change

- Leading
- Participating
- Consulting
- Facilitating

2. Culture Change

3. Designing a New Organization

4. Community Development

Leadership

5. Leadership Transition

6. Coaching the Leader of Change

Product Design

7. New Product Introduction

8. Workshop & Conference Design

Teaching Change

9. Staff Development

10. Using the LPF to Teach About Change

11. Apply LPF in Combination with Other Models

12. Tool for Understanding Change

Personal Change

13. Life Phase Development

14. Career Development

15. Personal Change

16. Personal Crisis

17. Family Transitions

Key Result: Benefits of the Framework

Instrumental Benefits

- Meta language and map (archetypal)
- Assessment, design and teaching tool

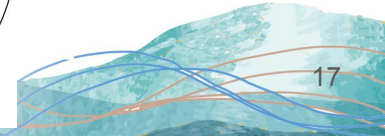
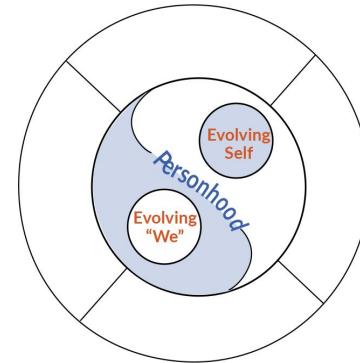


Psychological Benefits

- Confirms and normalizes the sinuous nature of change
- Taps into inner knowing and instills confidence

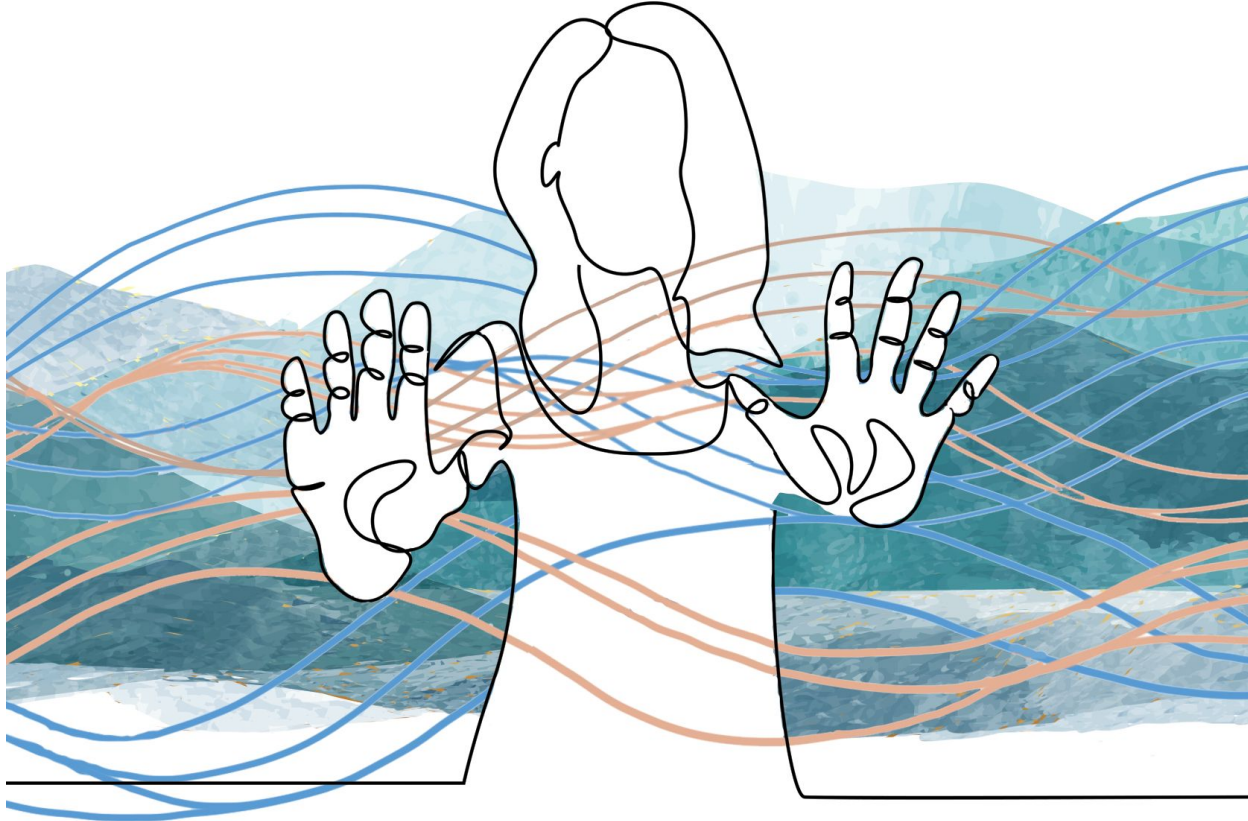
Integral Benefits

- Recognizes that people are whole human beings
- Assumes that change is a relational, complex, & emergent

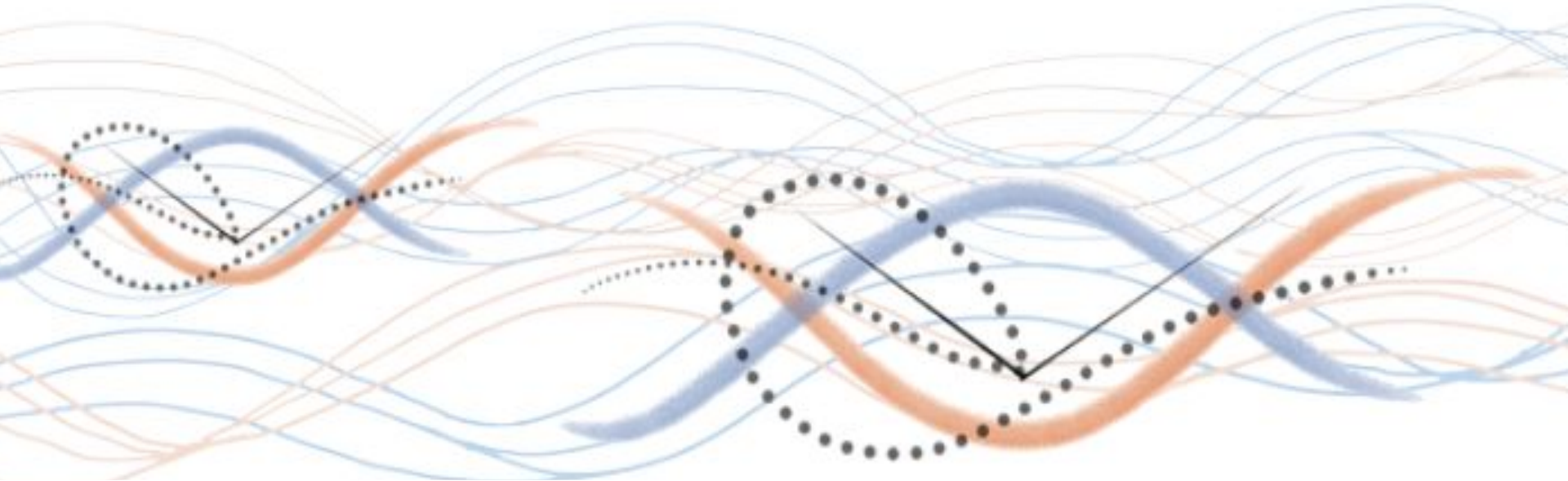


Looking at Change through the LPF

Key Insight: Recognizing Resistance

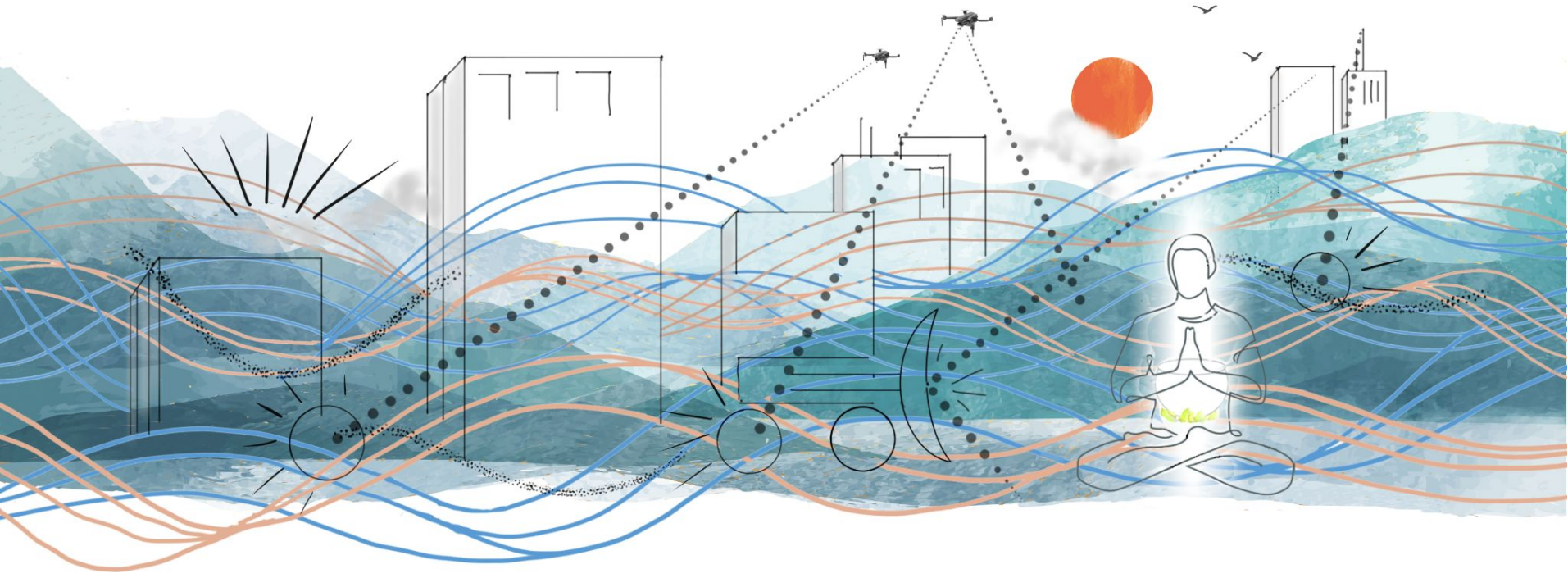


Looking at Change through the LPF: Completing the Work of Separating



Looking at Change through the LPF

Key Insight: Integrating Change During Times of Instability



Looking at Change through the LPF

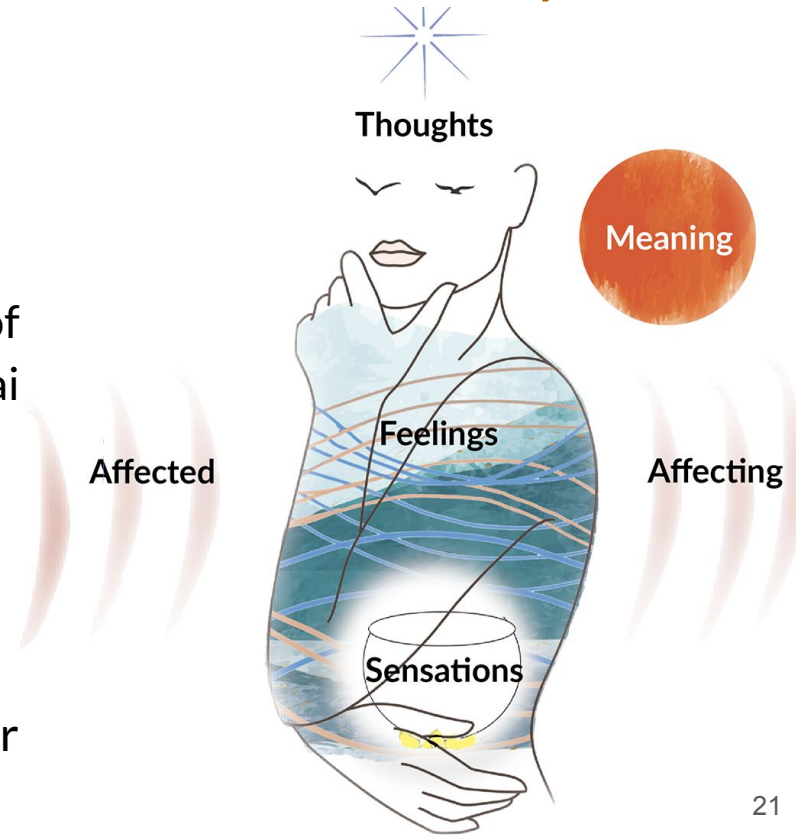
Key Insight: Inner Process as Transformational Catalyst

*We cannot have a thought without a feeling
but we can have a feeling without a thought.*

Blaise Pascal, philosopher, explored the reasons of the heart, and Social Psychologist Arpad Szakolczai

*Affect is the embodied experience of the
fundamental energy of life moving through
us.*

Social Psychologist Paul Stenner

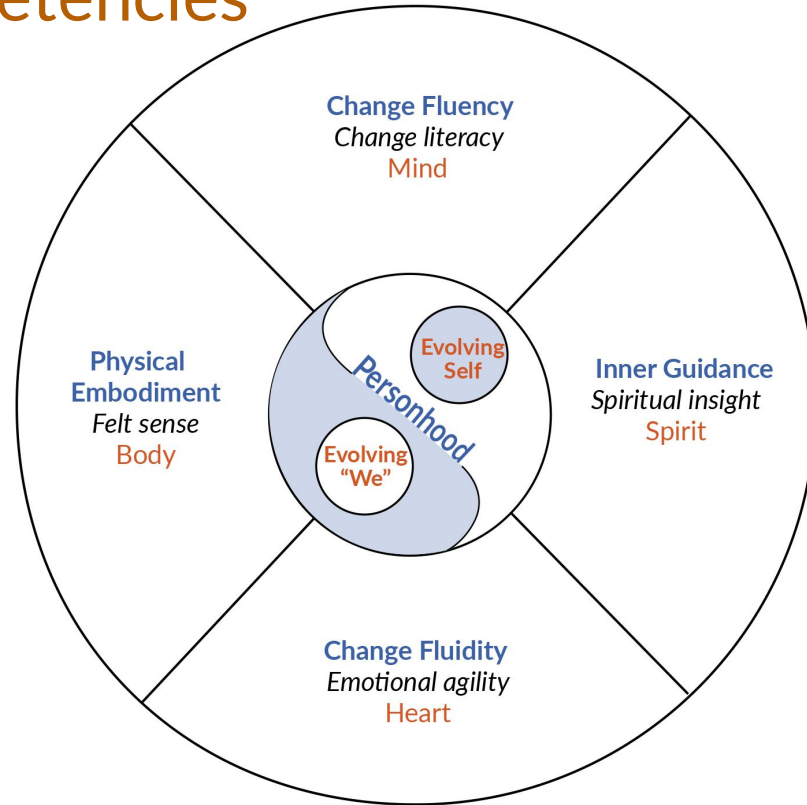


Looking at Change through the LPF

Key Insight: Liminal Competencies

What **liminal competencies** do you and others in your organization need to cultivate?

1. Change Fluency
2. Change Fluidity
3. Physical Embodiment
4. Inner Guidance
5. Personhood



Liminal Competencies

Mind: Change Fluency

Curiosity about the human experience, how systems evolve and transform, and familiarity with change models

Ability to update mental models, assess situations and design processes

Spirit: Inner Guidance

Ability to engage active imagination and connect with inspiration, light, transpersonal presences

Also spiritual practices, such as meditation and prayer

Heart: Change Fluidity

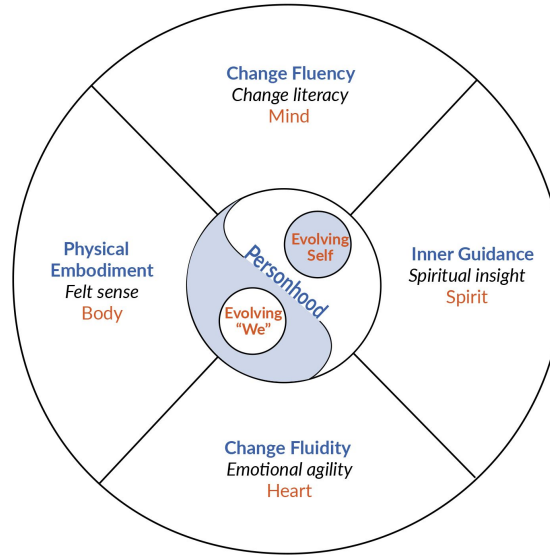
Ability to discern among emotions, identify personal triggers, and regulate affect

Ability to be vulnerable, transparent and compassionate

Body: Embodiment

Ability to attune, sense state shifts, resonate, calibrate, and cohere

Ability to ground, hold boundaries, and stay present



Personhood: Evolving “Self” & “We”

Ability to integrate and apply liminal abilities, access their transformative potential, support others doing the same with awareness of their cultural and social contexts, and developmental stages

The Grove Partners with You to Support Your Change

We are experienced process consultants who are passionate about the challenges you and your industry face, with long experience designing and facilitating. We offer consulting services, workshops, and tools for leaders and teams to flourish in the midst of change.

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Learn more about
Liminal Pathways



<https://www.thegrove.com/methodology/liminal-pathways-framework>

