Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

TAMARACK
INSTITUTE

Russ Gaskin

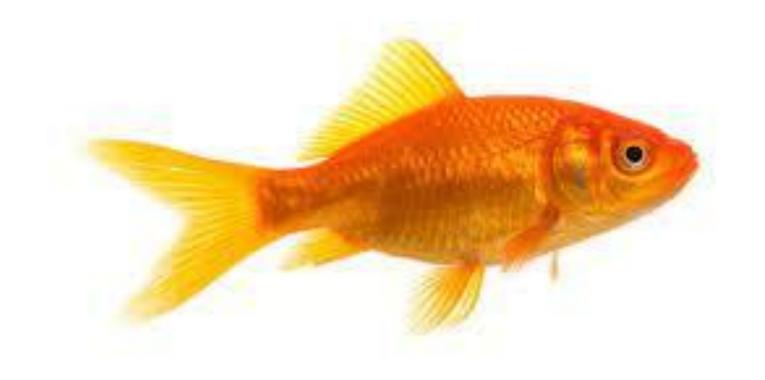**Luzette**

Jaimes

Liz Weaver

Who We Are

CoCreative helps people who don't know each other and often don't even like each other **solve systemic challenges** and **create better futures together**.

We work across sectors and industries, in **food, energy, finance, education, and health,** leveraging the wisdom of diversity and the power of shared intent.

We do this by designing and supporting **boundary-spanning systems change collaborations** and **supporting system leaders.**

CoCreative™

Self-Reflection

Choose one value from each pair that reflects your preference.
What do you notice?

Activity & Rest

Planning for the future & Being present now

Thinking & Doing

Doing it Fast & Doing it Well

Work & Home

Tradition & Change

Being visionary & Being practical

Candor & Diplomacy

Confidence & Humility

Justice & Mercy

Our Journey So Far...

Drawn on 28 fields to inform our approach

Supporting people to embrace other ways of knowing, being, and doing led to more effective work, better solutions

There is something deeper happening here and we want to understand that

Expanded from "values" to deep cultural "ways" of knowing, being, and doing

Dominant Cultural Ways Inquiry

- **Method:** Survey

- **Sampling:** Drawn from system leaders globally

- **Ethnic Identity:** African (18.2%), Caribbean (4.5%), East Asian (4.5%), Latino/Hispanic (9.1%), South Asian (4.5%), Mixed (9.1%). White (20.5%), Other (22.7%)

- **Identify as Indigenous:** 24%

What's Familiar?

Slido.com, event code "Tamarack"

- *Which of these is showing up in collaborations or groups that you're a part of?*

Upvote responses from others that resonate with you.

Dominant Cultural Ways Inquiry

Ways of Knowing (Epistemology)

Dominant Ways	Subordinated Ways	Examples of Negative Outcomes
Either/Or thinking	Both/And thinking	Polarization, Unproductive conflict
Focus on the parts (reductionism)	Focus on the whole (holism)	Fragmentation/Tragedy of the Commons
Present-Future orientation	Past-Present orientation	Lack of empathy & healing
Standardizing, counting, measuring	Imagery, feeling, and spiritual experience	Limited, dehumanizing ways of knowing
Linear/cause and effect	Thinking in Cycles	Unable to grasp complexity & emergence
Recording in written word	Evolving through dialog	Worship of the written word

☐ = Identified as top area of White/Western dominance

Dominant Cultural Ways Inquiry

Ways of Organizing Work (Methodology)

Dominant Ways	Subordinated Ways	Examples of Negative Outcomes
Having a clear path	Exploring many paths	Only one right way
Moving fast	**Taking time**	**Overriding urgency, Lack of reflection**
Getting to the right answer	**Trying things out**	**Perfectionism, Stuckness**
Achieving scale	Achieving depth/meaning	Progress is bigger/more, Lack of quality
Time is a measured commodity	Time is cycles and spheres of relevance	Rigid process
Task	Ritual	Cold process

Dominant Cultural Ways Inquiry

Ways of Organizing Ourselves (Sociology)

Dominant Ways	Subordinated Ways	Examples of Negative Outcomes
Self-protection	Vulnerability	Defensiveness, Lack of growth
Centralizing	Decentralizing	Power hoarding
Personal responsibility	**Collective responsibility**	**Individualism, Lack of care/empathy**
Success to the successful	Opportunity for all	Widening opportunity gaps, Wasted talent

Dominant Cultural Ways Inquiry

Ways of Interacting (Social-Psychology)

Dominant Ways	Subordinated Ways	Examples of Negative Outcomes
Diplomacy	Honesty	Fear of open conflict, Loss of wisdom
Competition	**Cooperation**	**Self-centeredness, Fragmentation, Isolation**
I matter	We each matter	"I'm the only one"
Focus on the object	Focus on the subject	Externalization of responsibility & costs
Feeling safe	Risking vulnerability	Right to comfort
Justice	Mercy	Rigidity, Desensitization

Dominant Cultural Ways Inquiry

Values (Axiology)

Dominant Ways	Subordinated Ways	Examples of Negative Outcomes
Focus on work	Focus on life	Dehumanization, Disconnection
Material value	Spiritual value	Lack of meaning, Over-consumption

Example Effects of Dominance-Subordination

*When we systematically embrace standardizing, counting, measuring
to the neglect of imagery, feeling, and spiritual experience, we see…*

"We lose sight of the bigger picture culture shift."

"Not using imagery, feeling and spiritual experience sucks the life out of the work."

"Solutions that perpetuate western dominance."

"We only take into account the things that can be easily externalized and ignore the things that are vague, uncertain, and intangible."

"Integration of, understanding of, and heartfelt connection to the work is limited, affecting our ability to build trusting relationships with other collaborators."

"Getting lost in the details outside of us rather than focusing on big picture questions like are we whole and well?"

"Greatly limits possibilities for making decisions, taking action, evaluating progress."

"It makes it okay to underestimate its complexity and believe what we see is all."

"Emotions, sensing, intuition and other senses that guide us are pushed out."

"We only measure quantitative success, not spiritual or cultural thriving."

"People's stories are discounted and go unheard."

Examples of practices to leverage subordinate cultural values

Dominant Cultural Ways Inquiry

Ways of Knowing (Epistemology)

Dominant Ways	Subordinated Ways	Example Practices
Either/Or thinking	Both/And thinking	*Naming and leveraging polarities/creative tensions*
Focus on the parts (reductionism)	Focus on the whole (holism)	*Systems mapping (many types), analysis at multiple levels of system*
Present-Future orientation	Past-Present orientation	*Behavior over time analysis, sharing stories and data on system history, learning cultural values/history from elders, Honoring ancestors*
Standardizing, counting, measuring	Imagery, feeling, and spiritual experience	*Ritual and ceremony integrated into work, sharing of personal values, empathy interviews*
Linear/cause and effect	Cycles	*Organizing work per indigenous calendars, Adaptive Cycle approach, Emergent Strategy (Brown)*
Recording in written word	Evolving through dialog	*Dialogic analysis and generative meaning-making methods*

Dominant Cultural Ways Inquiry

Ways of Organizing Work (Methodology)

Dominant Ways	Subordinated Ways	Example Practices
Having a clear path	Exploring many paths	*Collaborative ideation processes, transformative scenario planning,*
Moving fast	Taking time	*Moments of silence, reflective practices, Checking Back pattern (recursive practices)*
Getting to the right answer	Trying things out	*Emergent Strategy, Agile, Rapid Prototyping, Failing Fast, Small Bets*
Achieving scale	Achieving depth/meaning	*Mindfulness practices, Deep Democracy*
Time is a measured commodity	Time is cycles and spheres of relevance	*Use of indigenous and nature-based calendars in the work, working in multiple timeframes*
Task	Ritual	*Opening and closing prayers/ceremonies, commitment rituals*

Dominant Cultural Ways Inquiry

Ways of Organizing Ourselves (Sociology)

Dominant Ways	Subordinated Ways	Example Practices
Self-protection	Vulnerability	*Empathy interviews, airing of fears, TRIZ/Inversion Thinking exercises, Group agreements*
Centralizing	Decentralizing	*Sociocratic structures, Consent-based decision-making, Working Concurrently pattern*
Personal responsibility	Collective responsibility	*Shared setting of visions, goals, values*
Success to the successful	Opportunity for all	*Specific equity goals and metrics, fostering community leadership, mentoring*

Dominant Cultural Ways Inquiry

Ways of Interacting (Social-Psychology)

Dominant Ways	Subordinated Ways	Example Practices
Diplomacy	Honesty	*Group agreements, one-on-one conversations, interpersonal feedback framework*
Competition	Cooperation	*Many of the practices listed in other areas*
I matter	We each matter	*Centering equity, implicit bias work, explicit agreements on addressing racial equity/anti-blackness*
Focus on the object	Focus on the subject	*Mindfulness and self-reflection practices, feedback*
Feeling safe	Risking vulnerability	*Establishing both courage and safety in collaborations (many practices)*
Justice	Mercy	*Restorative justice practices*

A Cautionary Note

"A lot of what we see in the systems change field is what we would term 'Eureka!' or "Columbus" moments—that is, 'discoveries' of 'new' approaches that were already decades-long practice in the equity field, and perhaps millennia old in some cultures and places. These approaches are often appropriated, re-packaged, marketed, and sold as 'novel.' We also see that such re-packaging is too often missing key, additional components of equity, which makes their 'sexiness' and 'newness' dangerous."

- Sheryl Petty

From "Systems Change & Deep Equity: Pathways Toward Sustainable Impact, Beyond 'Eureka!,' Unawareness & Unwitting Harm"

CONVERSATION

Practical examples of how collaborative groups are shifting how they are working to drive change.

TAMARACK INSTITUTE

QUESTIONS?

More Learning, Tools, and Resources

Free tools and materials on our website:

www.wearecocreative.com/tools

And we'd love to hear from you!

talktous@wearecocreative.com

Don't forget to send us a tweet!

@WeAreCocreative

Training courses and webinars:

- **White Supremacy Culture & Systems Change, with Tema Okun**
  June, 2021

- **Intro to Collaborative Innovation**
  September, 2021

- **Facilitating Collaborative Innovation**
  October, 2021

- **Championing Systems Change**
  November, 2021

CoCreative™

COLLABORATIVE GOVERNANCE AND LEADERSHIP WORKSHOP

JUNE 3, 2021
JULY 14, 2021

THANK YOU