

DESIGNING FROM AN EMERGING FUTURE

The 'Stuck' Practice



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WHY AWARENESS-BASED?

As technologists and designers, we need to empathize, sense systems, and manage people to create innovations and prototypes that solve complex challenges with elegant experiences. We need fresh methods to:

- Answer our callings
 - *do work that's meaningful to us and aligns with others*
- Observe, feel, and make sense
 - *empathize with stakeholders & users and grasp systems*
- Play and create freely
 - *brainstorm, prototype, and "make"*
- Let go of outcomes
 - *test with stakeholders and users and be prepared to throw out our assumptions*

The 'stuck' practice operates across multiple awarenesses using the body, mind, and will together

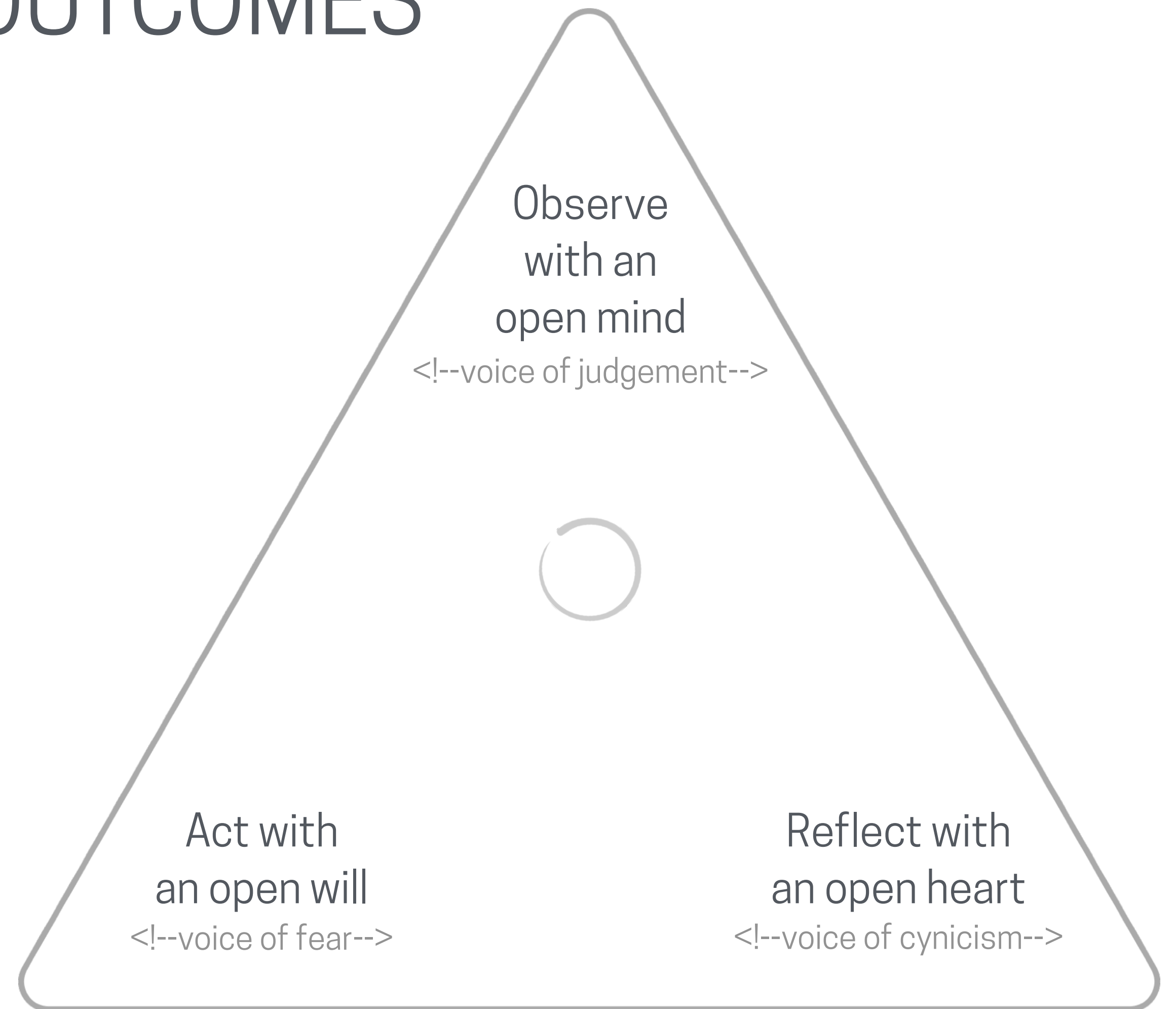


AWARENESS - OUR INNER O.S.

INNER MINDSETS INFLUENCE OUTCOMES

Inspired by Presencing Institute's *Theory U*, we recognize—**form follows our focus and feelings**. We change our outer reality by **shifting the inner place from which we operate—our Inner O.S.** To cultivate our Inner O.S., we remember:

- I. form follows focus (energy follows attention)
- II. our three superpowers
 - observe, observe, observe
 - retreat and reflect
 - act in an instant
- III. our inner instruments of *Open Mind, Heart, and Will*.
- IV. to ask: Who is my Self? What is my Work?
- V. to remain aware of our three “inner critics”
 - voice of judgment
 - voice of cynicism
 - voice of fear
- VI. to exercise our Inner O.S individually and within collectives.



WHAT IS AN 'EMERGING FUTURE'?

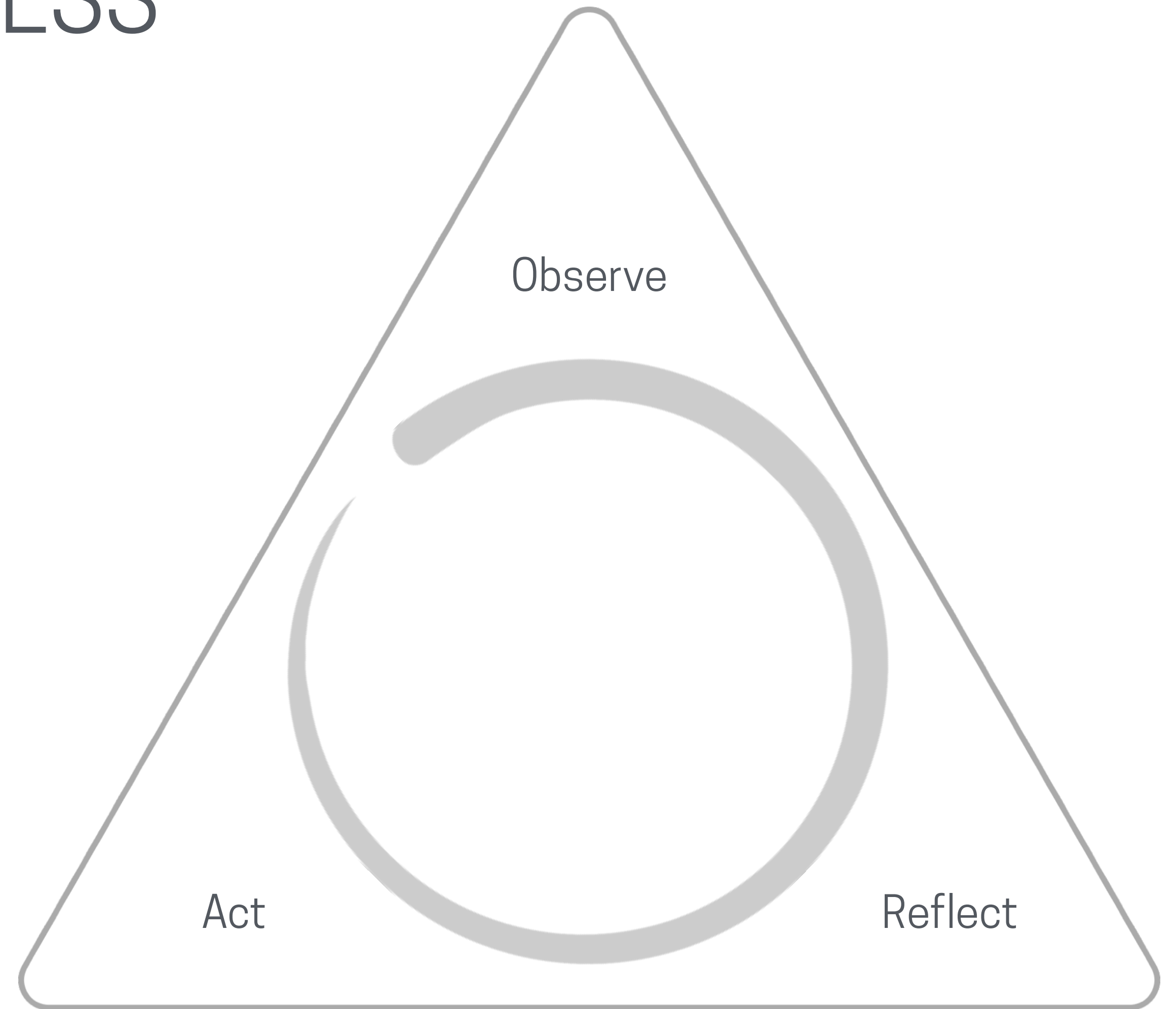
INDIVIDUAL & GROUP AWARENESS

When we deepen our sensing capabilities with our open mind, heart, and will, we engage our *all our senses and intelligences*.

We access creative spaces that *align with 'source.'*

When we practice these sensing and intelligences together in groups we open ourselves to *emergent collaboration and generative 'making.'*

Greater than the sum of our parts, we glimpse **new future states as they emerge.**



LET'S SHIFT OUR AWARENESS

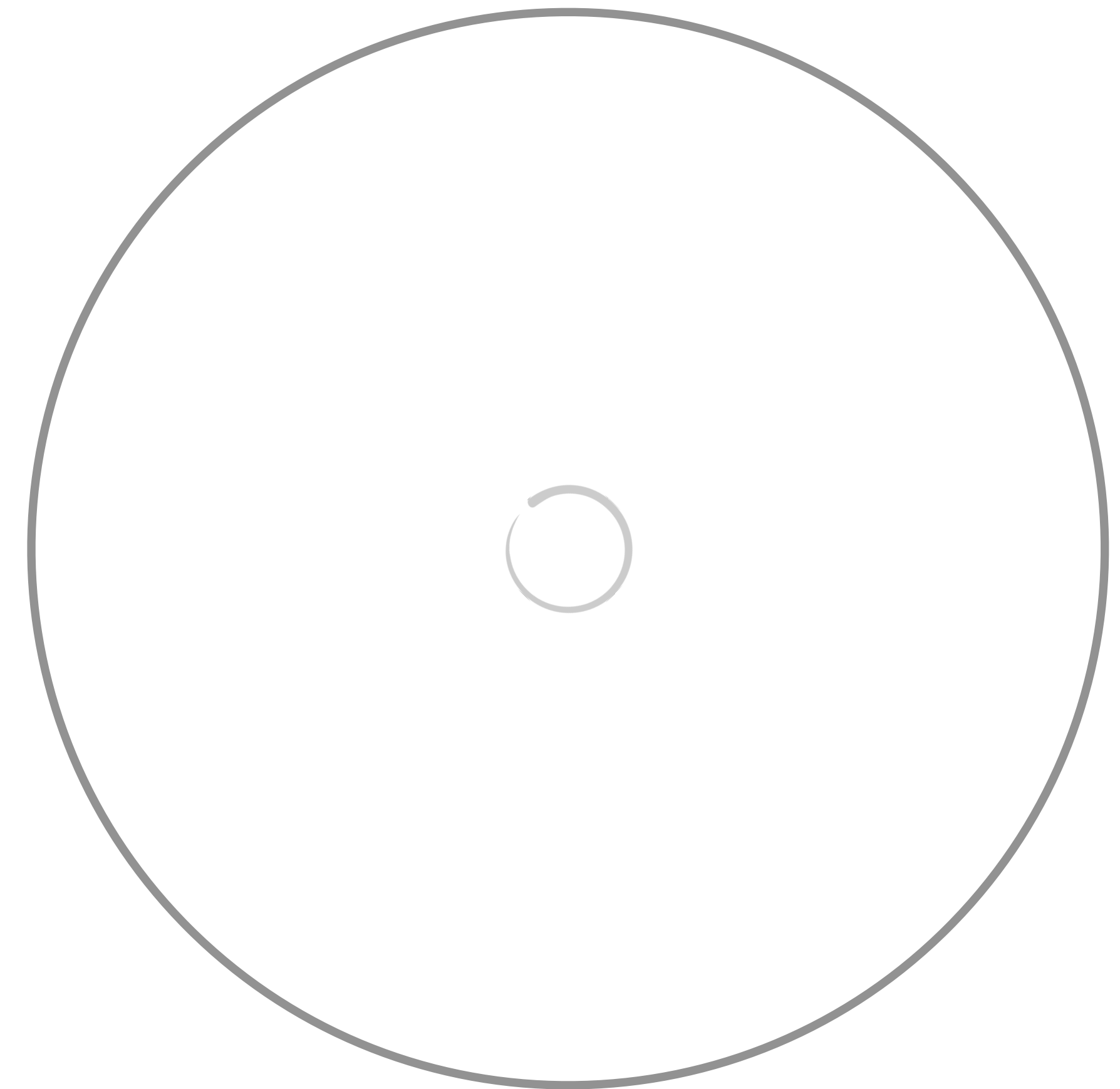
A MINUTE'S PAUSE TOGETHER

Pause for a moment. Relax or close your eyes.

Check in with your posture.

Notice the quality of your breathing.

What sounds can you hear around you?



Shifting our inner awareness does not mean sitting for hours in lotus posture with our index finger and thumb touching.

It can be as simple as resting the eyes softly for a moment or taking a deep breath. Shifting is a natural skill that everyone has. We may have experienced it before a meaningful conversation, committing code to prod, or sending an important email, or making a critical swing, throw, toss, brushstroke, etc.

ENGAGEMENT AWARENESS

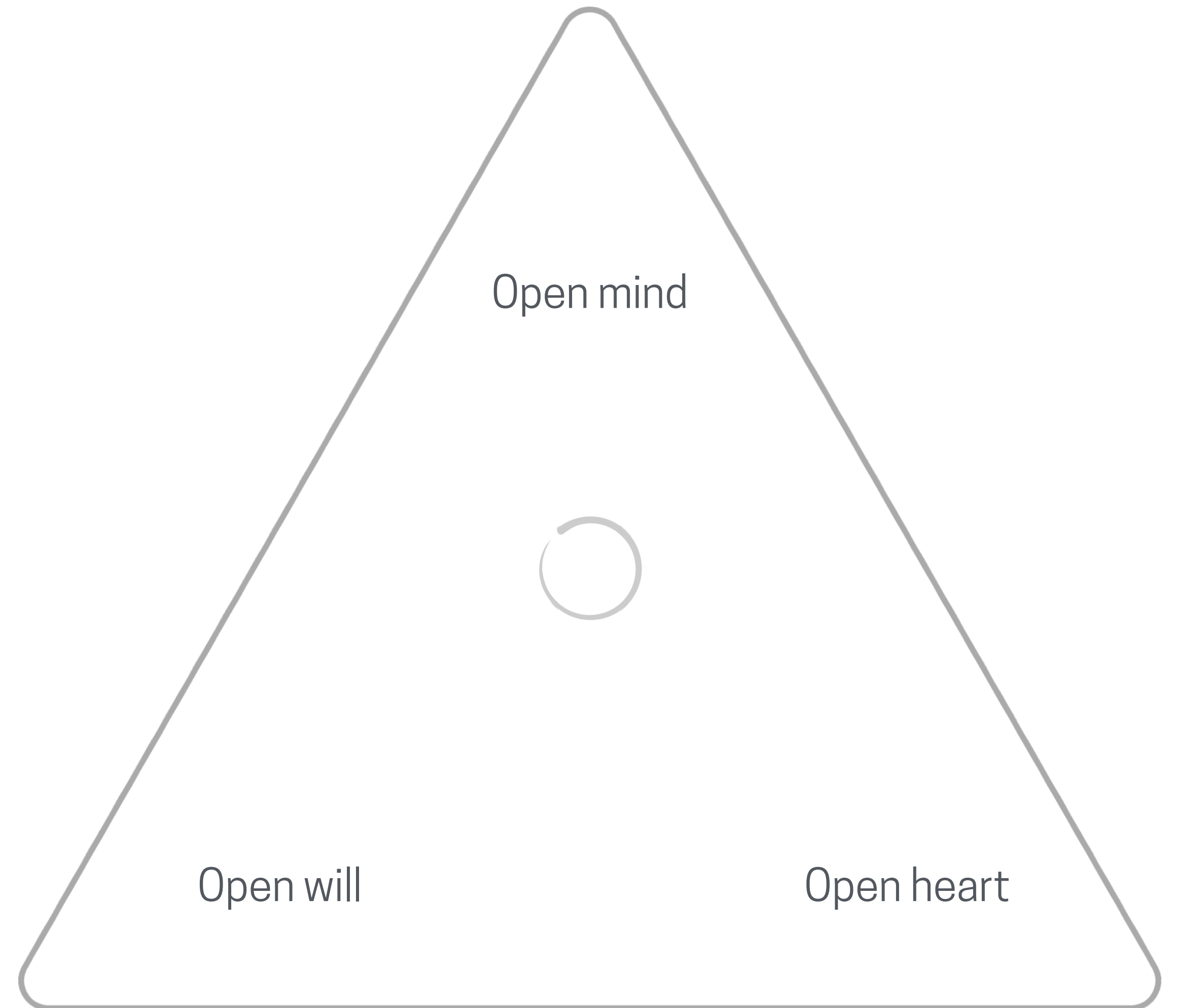
LISTENING AND CONVERSATION

Listening and conversation are keys to engaging our Inner O.S. and recognizing the impact our attention has on our reality.
Awareness of a system affects that system.

To design or create together **from an emerging future**, we first understand the awareness levels we need to get there.

Let's use Theory U's four patterns of listening and conversing to evaluate the quality of our engagement with others.

We recognize we may engage any of the four patterns of listening and conversation depending on what's appropriate for the situation.
No need to judge one pattern over another; they each have their purpose.



PATTERNS OF LISTENING

Listening Type	Character	Our O.S.	Outcome
1. Downloading	From habits of judgement	Hearing	Reconfirm old opinions
2. Factual	Noticing differences from the outside	Open mind	Gather new data
3. Empathetic	Connecting emotionally from within	Open heart	Walk in another's shoes
4. Generative	Engaging with source from the emerging future	Open will	Connect to whole and shift identities

PATTERNS OF CONVERSATION

Conversation Type	Character	Our O.S.	Outcome
1. Downloading	Saying what others want to hear	Speaking	A bubble or silo system
2. Debate	Speaking what I think	Open mind	A reactive system
3. Dialogue	Conversing from the whole picture	Open heart	A reflective or reframing system
4. Creative	Communicating with what's actively evolving	Open will	A generating or procreative system

RECOGNIZING OUR O.S.

LISTENING ASSESSMENT TOOL

Listening Type	Character	Our O.S.	Listening Outcome	M	T	W	Th	F
1. Downloading	Habits of judgement	Hearing	Reconfirm					
2. Factual	Noticing differences	Open mind	New data					
3. Empathetic	Connecting emotionally	Open heart	Another's shoes					
4. Generative	Engaging with source	Open will	Shift identities					
				100%	100%	100%	100%	100%

Bonus material. Use the listening assessment tool over a week or two to raise your awareness. At the end of each day take a moment's pause and record what percentage of your listening was within each type.

WHEN TO USE THE ‘STUCK’ PRACTICE

GAINING A MORE NUANCED PERSPECTIVE

When you need to become more sensitive to the feeling-qualities of your current situation.

Suspend concepts; build trust in body-knowing. By accessing additional intelligences we gain new insights.

Feel ourselves as part of a co-creative system. No “Stuck” is mine alone. A Stuck is always part of a larger system.

Feel what is emerging, a future that we want to create.

“YOU CAN’T SOLVE A PROBLEM WITH THE SAME MIND THAT CREATED IT.”

Working together during this practice invites us to listen and share in ways we may not be well practiced at. Everyone is encouraged to be as open in mind, heart, and will as is comfortable for you.

TODAY'S STUCK PRACTICE

OUR ROLES AND KULEANA

The Stuck Practitioner

Imagine the “stuck” is a thing. It’s not so much that, “I am stuck, or my team is stuck,” but more, “I have a stuck.”

Let the body be the guide. Do not plan, act, mime, pretend, manipulate or represent. Simply BE and DO.

Lean into the “stuck” situation. **The wisdom is there already.** Notice what is emerging – what in Theory U language is sometimes called the “crack.”

Trust your own moment-to-moment experience. There is no wrong way to experience your stuck.

You are welcome to have a notebook or piece of paper to take notes on observations.

The Stuck Observer

Open your mind, heart, and will to the practitioner.

Observe and remain present. Witness the stuck and pay special attention to your own internal sensations.

Do not take written notes during the observing practice.

Your job is to reflect what you see and feed back to the stuck practitioner once they’ve completed their sculptures. You may give them vital information they cannot see themselves.

**Kuleana is a Hawaiian word roughly translated as responsibility and privilege.*

INDIVIDUAL STUCK PRACTICE

ONE AT A TIME IN GROUPS OF THREE

Sculpture One

1. Pause for a moment of relaxed silence once in your group.
2. Each person take a minute to tell about and reflect on their personal 'stuck.'
3. Then each person in their turn embody their 'stuck' in what's called **Sculpture One**. Make it visible in space for the others. Let it evolve until it "feels" right. *This should only take a minute or two.*
4. Then the person holding stuck releases their sculpture.
5. Those observing respond with quick observations. The stuck holder can take notes. *This should only take three or four minutes.*
 - "I saw." Talk only about what you saw in the sculpture.
 - "I felt." Share only how what you saw made you feel.
 - "I sensed." Discuss anything you may have sensed.

Sculpture Two

5. In each group of three, and in the same order as before, each person remind the others of their personal stuck.
6. Then each person in turn re-embody their **Sculpture One**.
7. Hold Sculpture One for as long as you need, until **it starts moving you** into a possible future state, **Sculpture Two**.
8. Once in Sculpture Two, hold until you feel satisfied then release your sculpture.
9. Those observing respond with quick observations.
 - "I saw, I felt, I sensed."
 - Describe how sculptures one and two were different.
 - See if you can notice where the movement first started in the person's body.
10. Open discussion and reflection to close the circle.
11. Thank your collaborators.

IMPORTANT: Pause to take a moment of silence together before part two. Access your multiple intelligences.

GROUP STUCK PRACTICE

USE IN GROUPS OF THREE TO SIX PEOPLE

Sculpture One

1. Pause for a moment of relaxed silence once in your group.
2. As in the individual practice, we allow each person to express sculpture one and get observational feedback on it from the others.
3. However, in a group setting (stakeholders of a challenge, or members of a team) each member of the group may be expressing aspects of the same “stuck.”
4. In addition to expressing individual “stucks,” the group may collaborate on a group **Sculpture One**, allowing everyone in the group to elaborate their expressions until the **Sculpture One** emerges and solidifies as complete.

IMPORTANT: Pause to take a moment of silence together before part two. Access your multiple intelligences.

Sculpture Two

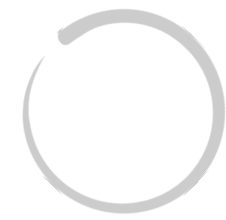
5. In a group stuck, everyone re-embodies Sculpture One together. Settle into the “stuck” as a group.
6. Then the group awaits an emerging change of the sculpture. They move individually and collectively to re-embody their ‘stuck’ until it starts *moving the group into a possible future state*, **Sculpture Two**.
7. Once in sculpture two, hold until the group feels satisfied.
8. Each person in the sculpture makes one “I statement” from within the sculpture, then release the sculpture.
9. Reflect as a group on your observations.
 - “I saw.” Talk only about what you saw in the sculpture.
 - “I felt.” Share only how you felt about what you saw.
 - “I sensed.” Discuss anything you may have sensed.
10. Open dialogue about meanings or observations
11. Close the circle and thank your fellow practitioners.

REFLECTING ON STUCK

DISCUSSION AND OBSERVATIONS ACROSS TEAMS

THANK YOU

Here's to our emerging future



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