

## SHARED LEADERSHIP IN COMPLEXITY

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**Purpose Question:** “How do we prepare for shared leadership in a way that invites belonging and resilience as we navigate complexity?”

**Leadership** feels like: \_\_\_\_\_

**Complexity** feels like: \_\_\_\_\_

“Participatory (shared) leadership is a set of practices rooted in the need to create spaces of creative self-organization and collective responsibility for new responses to complex and emergent problems.”

-Caitlin Frost

### Questions:

1. Why do I need to prepare for shared leadership in complexity?

\_\_\_\_\_  
\_\_\_\_\_

2. How can I prepare for shared leadership in complexity?

\_\_\_\_\_  
\_\_\_\_\_

3. How am I inviting myself and others to be present for complexity?

\_\_\_\_\_  
\_\_\_\_\_

4. What are some protocols/boundaries/agreements that I can develop in regards to well-being, inclusion, freedom, and validation (for myself and each other) as I prepare to navigate complexity?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. How am I inviting multiple perspectives (storytellers, connectors, imaginers, and activators) to participate in the conversation, planning, and decision-making about complexity?

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\_\_\_\_\_  
\_\_\_\_\_

## Practice: Complexity meets World Café

1. Write down a challenge/question that your board, organization, or community is facing.

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2. Determine what about the challenge/question is:

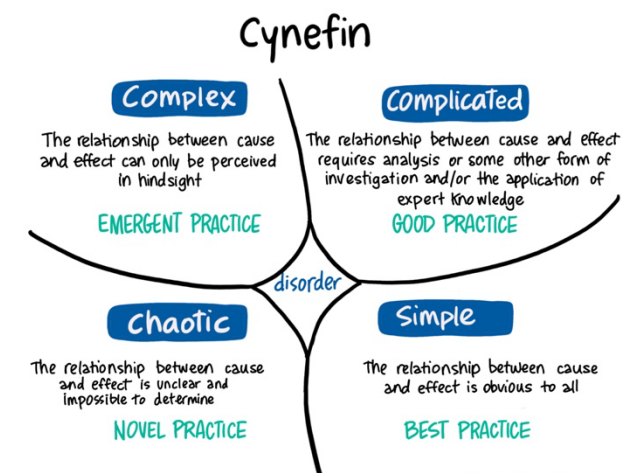
simple: \_\_\_\_\_

complicated: \_\_\_\_\_

complex: \_\_\_\_\_

Using a blend of World Café, Open Space Technology, Wise Crowd Process from Liberating Structures, and Perspective Sharing, we will now explore this challenge with each other.

### Cynefin Framework by David Snowden



Adapted from Snowden  
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**Guidelines for World Café:**

1. There will be one individual who shares their challenge.
2. This individual will be able to answer clarifying questions about their challenge, but their main role is to listen and take notes.
3. Everyone else will talk about their experience and perspective about the challenge.

- Knowledge and wisdom are present
- You will have 20 minutes to discuss
- No one person is assigned as facilitator
- At the end, we'll share some insights and highlights

**Note:** This is not a coaching session for someone's challenge or question.

If you want to explore this complex challenge in your organization/situation, here are some questions to consider based on different perspectives:

1. Storyteller Perspective: What stories help us to remember what brought us to this point?
2. Relationship Perspective: Whose voices are currently being heard and whose voices need to be invited?
3. Imaginator Perspective: What is the bigger picture and what are some questions that need to be asked?
4. Activator Perspective: What are some next steps?