

How Collective Intelligence can Change Culture

Marsha Acker



Collective Intelligence

**the new knowledge, insights and
thinking that grows out of the
collective, that did not exist at the
individual level**

A grayscale background image of a road that splits into two paths, with a wooden signpost in the center. The scene is misty or foggy, with trees visible in the distance. The text is overlaid in blue.

AWARENESS

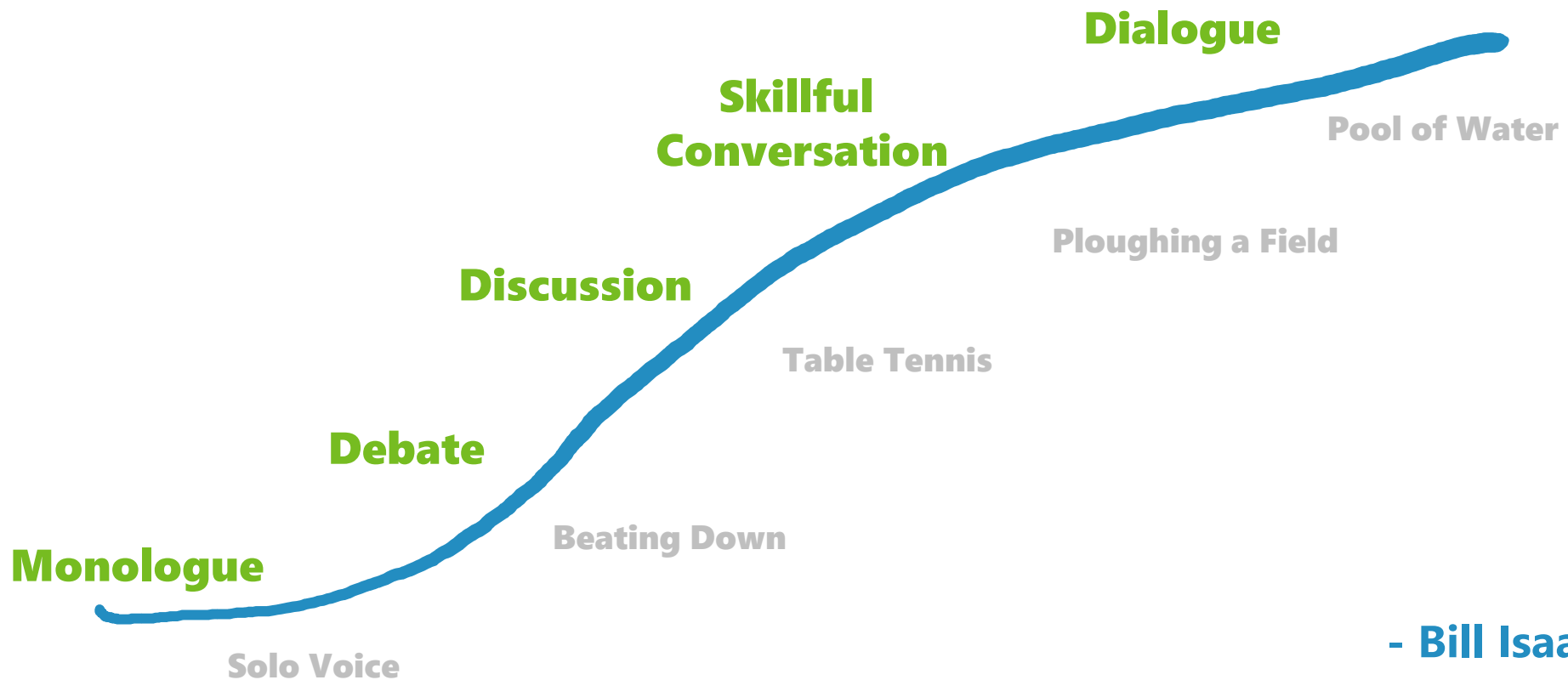
precedes

CHOICE

precedes

CHANGE

What kind of conversations do you have?



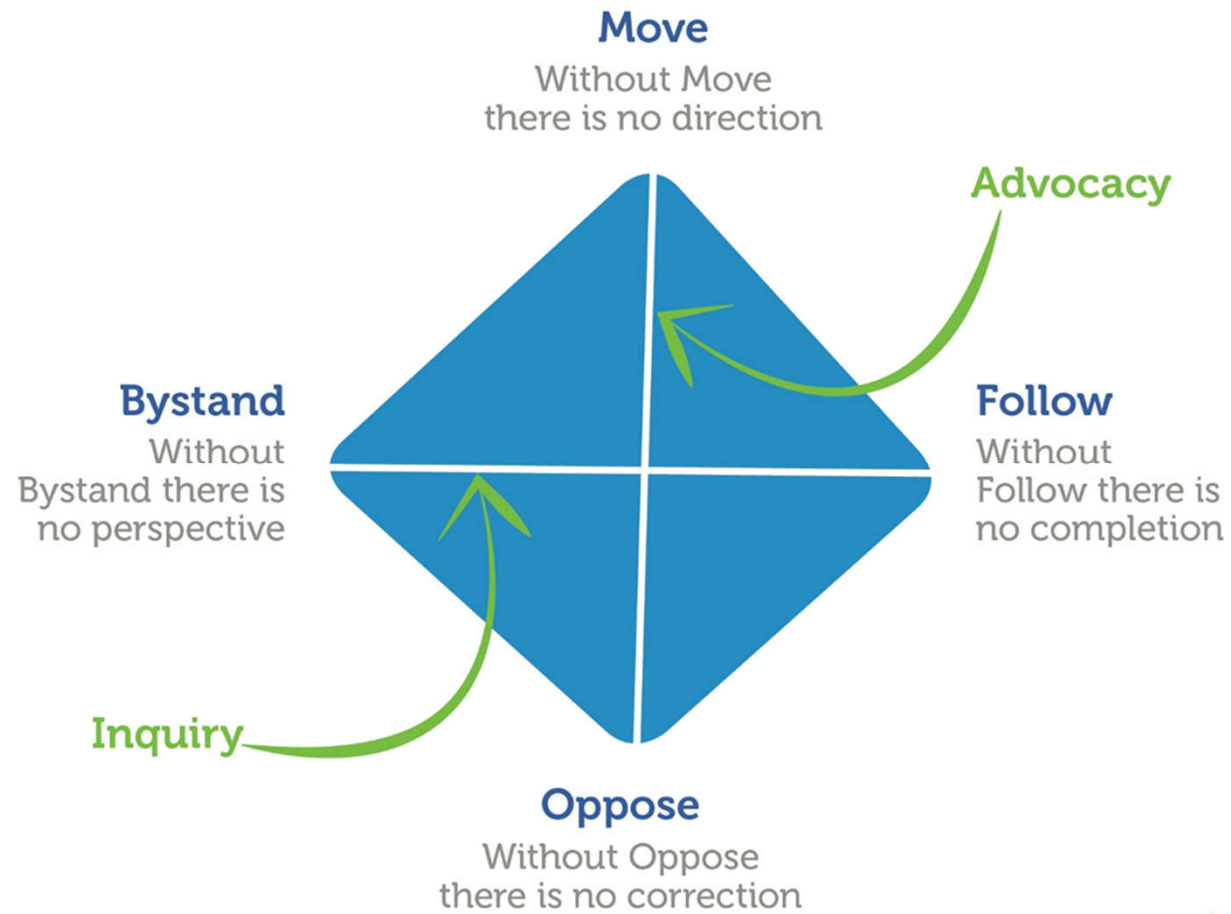
- Bill Isaacs

A Challenge...

**How to foster more
collective intelligence in
conversations tomorrow....**

- ☐ **Set your intention - Monologue or Dialogue?**
- ☐ **Bring or invite all four actions in the conversation**
- ☐ **Cultivate the space for dialogue**

Structure of Conversations



Code each action...

 MOVE

 **OPPOSE**

 MOVE

 **FOLLOW**

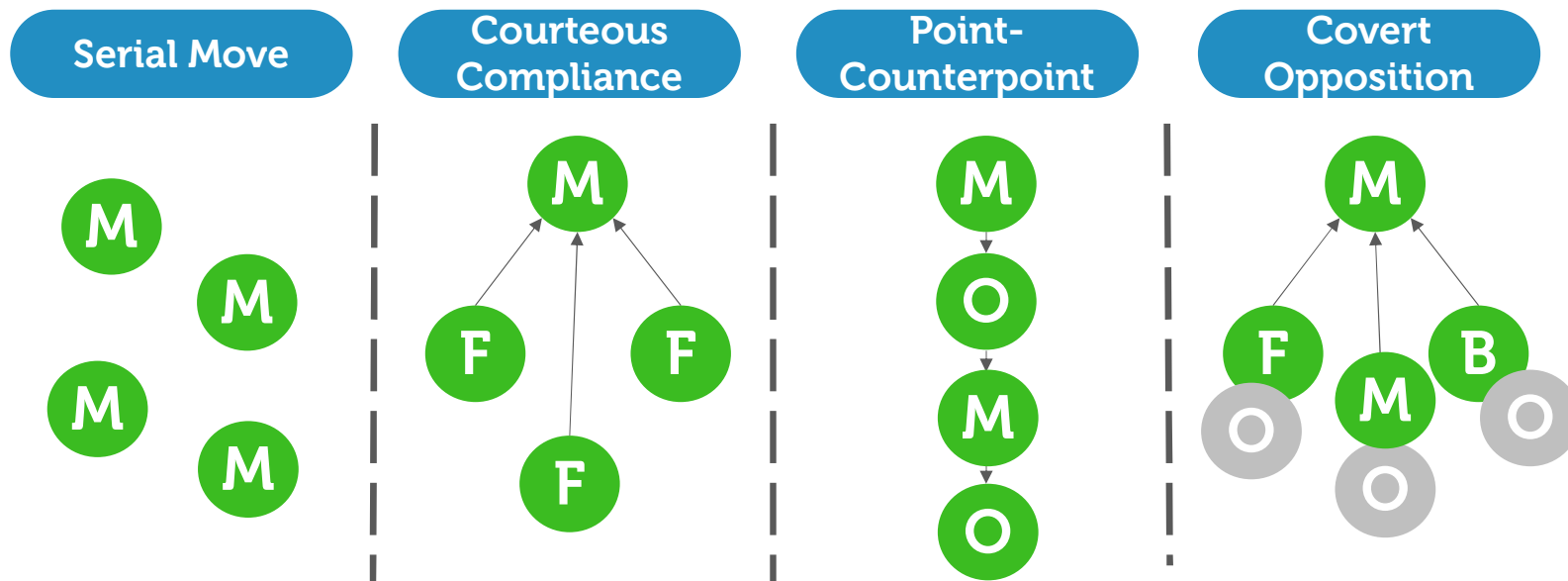
 BYSTAND

 **MOVE**



Photo by [Nathan Dumlao](#) on [Unsplash](#)

Stuck Patterns in Conversation



**Craft new
narratives...**



**Voice
what's true
for me**

**Inquire –
seek to
understand
a different
point of
view**

**Suspend
the belief
that I'm
right**

**Seek and
respect
different
points of
view**

A Challenge...

**How to foster more
collective intelligence in
conversations tomorrow....**

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Agile has revolutionized the software industry... Now it is poised to transform nearly every other function in the industry. At this point, the greatest impediment is not the need for better methodologies, empirical evidence or significant benefits, or proof that agile can work outside IT.



It is the behavior of executives.

- "Embracing Agile" Harvard Business Review. May 2016



2020 State of Business Agility Report

The top challenges of business agility are...

- Leadership Style
- Agile Mindset
- Silos




The year of
unprecedented
disruption



"The **most important activity of leaders,**
especially in the context of agility, is to be
creating the environment
that supports
more dialogue
and less monologue and debate.

- Marsha Acker





**What kind of
leadership is needed
from me, right now?**

STAY

in the breakdown

LISTEN

over having an answer

AUTHENTIC & VULNERABLE

draws others to you

CREATE SPACE

you go first

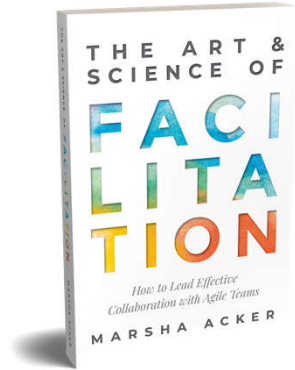


“Human conversation is the most ancient and easiest way to cultivate the conditions for change – personal change, community and organizational change”

— Margaret Wheatley

Turning to one another: Simple conversations to restore hope to the future.





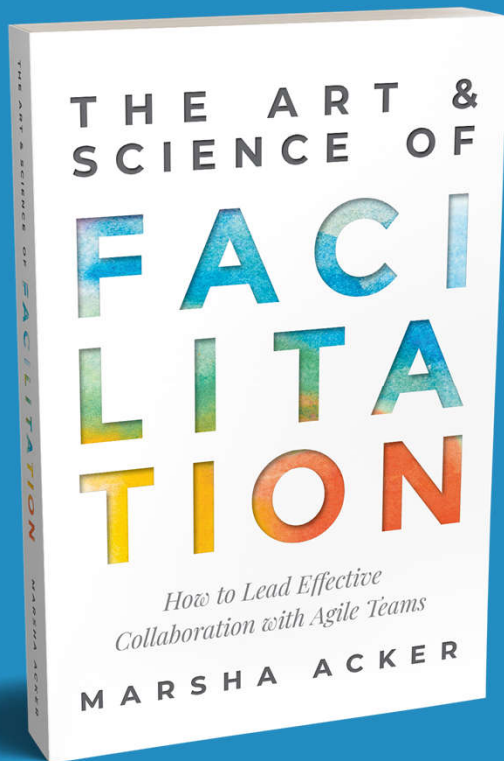
My highest dream is that we are all collectively changing the way organizations engage in the art of conversation and collaboration.

— **Marsha Acker**, *The Art and Science of Facilitation*

A Challenge...

How will you foster more collective intelligence... tomorrow?

- ☐ **Set your intention - Monologue or Dialogue?**
- ☐ **Bring all four actions into the conversation**
- ☐ **Cultivate the space for dialogue**



The Art & Science of Facilitation

How to Lead Effective Collaboration with Agile Teams

FREE Download of Chapter 1 at

artandscienceoffacilitation.com