
Seeking & Speaking Truth with Power:

Generating Mutuality and Trust
in an Inter-Independent World

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Trust thru Truth with Power

Framing Today's Session

- Current global existential economic, political, and spiritual 'crisis' calls for an **Inter-independent** model of economics, politics, inquiry, and love

Warren Buffett's Changing Assumptions about Leadership

- As interpreted through a Developmental Action Inquiry perspective

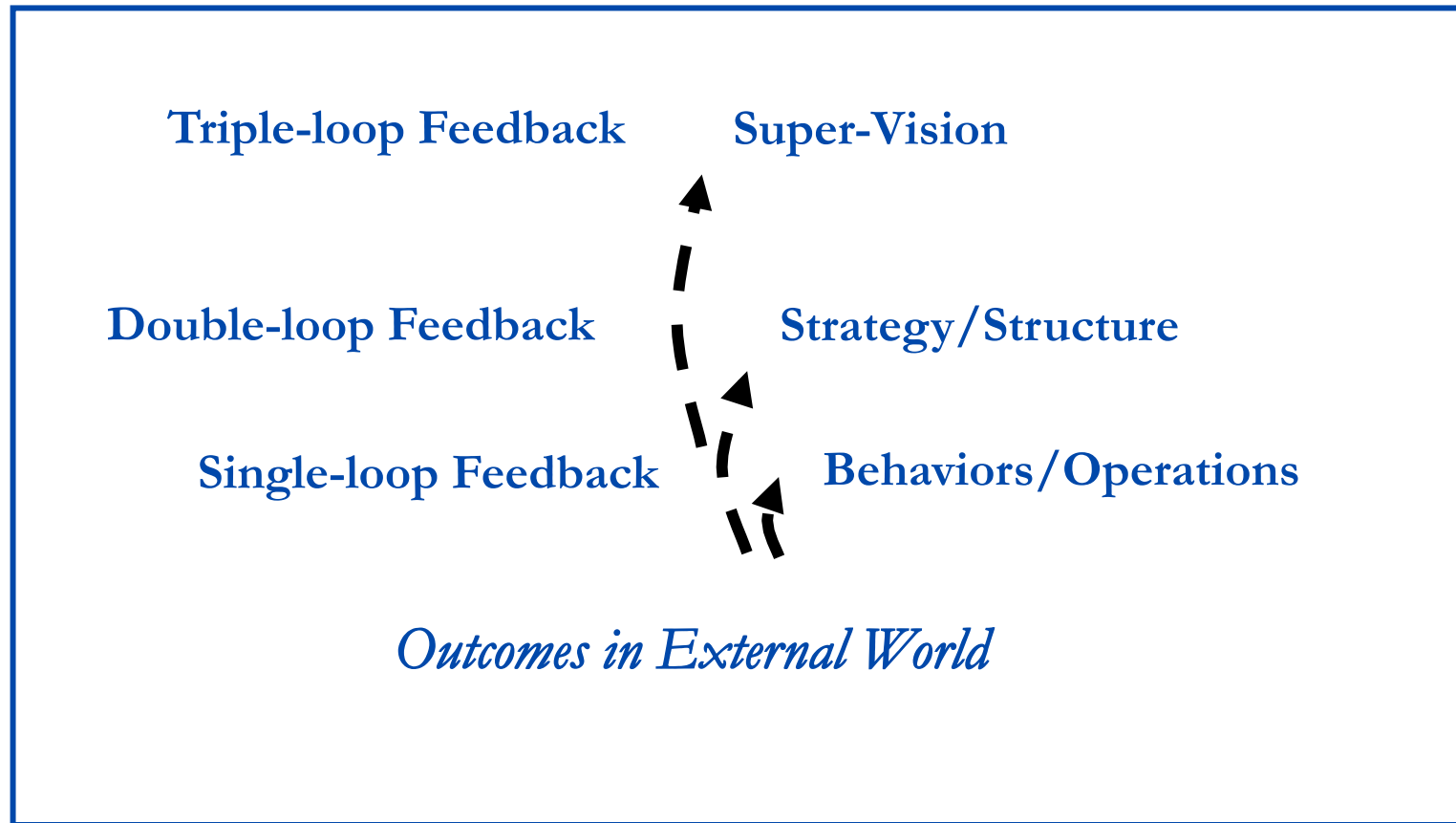
You Explore What This Means for Your Daily Practice

- By focusing on one recent difficult, unsatisfactory conversation of your choice with a person or group that you will meet again soon

My Intent:

- To give you a practical way to increase your success next time... that is also worthy of a lifetime of intensifying "action inquiry."

Qualities of Awareness-in-Action



1st-, 2nd-, and 3rd-person versions of the 4 territories of experience

First-Person Attention

Attending/Intending

Thinking/Feeling

Sensing/Behaving

Perceiving/Effecting

Second-Person Speaking

Framing

Advocating

Illustrating

Inquiring/Listening

Third-Person Organizing

Visioning

Strategizing

Performing

Assessing

How we develop toward Triple-loop Leading and Learning

Opportunist

Diplomat

DEPENDENT



Expert

IN-DEPENDENT

Achiever

Individualist



Strategist

INTER-

IN-DEPENDENT

Alchemist

Seven Steps Toward 3-Loop Leading

Developmental Level	Time Horizon	% Mgr	Use of Power	Inquiry & Trust
Opportunist	Immediate	5%	Mystery-mastery power: secrecy, manipulation, unilateral force	Attacking inquiry to unbalance and deflect other; increases fear, decreases trust
Diplomat	Days, wks, months	12%	Reference power: niceness power, consent of governed	Illustration, polite inquiry, not seeking or giving neg. feedback
Expert	9-15 mo projects	38%	Expert power: Consent of reason	Advocacy, tactical inquiry, accepts fdback only from craft master
Achiever	2 yr. strategic implem.	30%	Interweaves unilateral, reference, & expert power	Interweaves advocacy, illustration, inquiry, seeks valid single-loop fdbk; conditional trust

Toward 2 & 3-Loop Leading & Learning

Developmental Level	Time Horizon	% Mgr	Use of Power	Inquiry & Trust
Individualist	3 yr. Strategic visioning	10%	Explores visionary power & vulnerable, mutually transforming power	Begins to frame & re-frame as well as advocate, illustrate, and inquire
Strategist	3-5 yr Strategic, soup to nuts	4%	Exercises both transactional and vigilant, vulnerable, mutual, transforming power	Seeks valid single & double-loop fdbk, all 4 ways of speaking, generates transf. trust
Alchemist	7-21 yr & span of immediacy	1%	Integrates opposites through power of presence	Seeks 1-, 2, & 3-loop fdbk, gen.s transf. at multiple scales, personal to global

Four Ways of Speaking

Framing and Re-Framing

- Explicitly stating the motivating surprise or purpose of the present occasion, the dilemma *we* are trying to resolve, and/or (un?)shared assumptions

Advocating

- Asserting a perception, feeling, or action proposal in relatively abstract terms

Illustrating

- Offering a visualizable story that you believe supports your sense of the situation

Inquiring

- Questioning others to elicit single, double, or triple-loop feedback that confirms or disconfirms one's current sense of the situation

Four Ways of Speaking

Framing and Re-Framing

“We need inter-party collaboration, yet initially we have exchanged highly partisan attacks on this matter. Are there ways our party can lead in negotiating collaboration on the economic crisis?”

Advocating

“Get serious. There’s no time for that now”

Illustrating

“What if we offered to keep public funding for parties, asked them to join a no-strike provision as a symbol of sacrifice on the part of government service, asked business people to accept a higher marginal tax rate, etc....”

Inquiring

“I’d like to hear us put on our contrarian hats and make specific suggestions about that. No arguments for or against. Then we’ll step back and assess. What are other collaborative moves we might make?”

Eight Principles Ranking Exercise

Ideal	How do you rank these 8 in terms of your own leadership behavior?	Actual
	1. Encourage & practice inquiry ab't whether our actual performance aligns with our values	
	2. Maximize own winning, minimize own losing	
	3. Optimize mutual influence and positive freedom of choice	
	4. Minimize eliciting others' negative emotions	
	5. Increase internal commitment among participants to shared vision	
	6. Maximize rationality of self-presentation	
	7. Maximize timely action according to multiple criteria in 3-D time	
	8. Achieve own self-defined goals	

The Mystery Mastery Trust-Eroding Model

Maximize own winning, minimize losing

Opportunist

Minimize eliciting others' negative emotions

Diplomat

Maximize own rationality in presentation

Expert

Achieve own self-defined goals

Achiever

Collaborative Inquiry Trust-Building Model

Encourage and practice inquiry and valid information about actual performance vs. espoused values

Individualist

Increase internal commitment of participants to shared vision

Strategist

Optimize mutual influence and positive freedom of choice

Alchemist

Maximize timely action, according to multiple criteria in 3-D time

Ironist

Resources

Seven Transformations of Leadership by David Rooke and Bill Torbert, *Harvard Business Review* (April 2005).

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Leadership Agility by Bill Joiner and Steve Josephs. San Francisco: Jossey-Bass, 2007.

Transforming Your Leadership Culture by John McGuire and Gary Rhodes. San Francisco: Jossey-Bass, 2009