

Emergent Strategy Workshop: ENST 395  
 Facilitator: Sarah Ray

Week 1 Prep: All students read *Emergent Strategy* by adrienne maree brown. Schedule some time for discussion.

Week 2 Set up/materials:

- Agreement, Principles, Goals of workshop, A few favorite quotes- all on large post-its covered.
- Six hats, script for Thursday, copies of Strategic Questioning handout, POP handout
- Post-its, pens, stickers for dotocracy

Phase	Activity	Materials/Relevant quotes	Timeframe
TUESDAY	VISION		
Welcome & goals	<p><b>Gratitude</b> to the serendipity that put you in this place in this moment- people, land, spirit, force, evolution, ancestors.... Honor yourself.</p> <p><b>Organization</b>- what we're covering today and Thursday. How it's based on the <b>book</b>.</p> <p><b>Goals</b> for the workshop.</p> <p><b>My role:</b> not an idea-producer, I pull out themes, keep us on track, and help make meaning from the work you're doing. The knowledge needed to achieve the goals of today is already here, in this room, not in me.</p>	<p>Goal on a post-it covered:</p> <p>-To identify next steps for the work you desire to do manifest the change you want to see in the world (Perhaps, this will guide your positionality essay, and/or your capstone topic/project)</p> <p>Make agenda on large post-it</p>	11-11:20
Agreements- figure out	Assume the best intentions in others, confidentiality, knowing how full to fill others' cups, "be" with the process	<p>Put agreements on a large post-it, cover.</p> <p>"Proposed"- ask for agreement or amendment. Cross out "proposed"</p>	11:20-11:30

Grounding in Emergent Strategy	<p>Pick your favorite quote: Freewrite- why is this a guiding light for you? What does it teach you about what you care about, how you work?</p> <p>Harvest: Facilitator write list of <b>values</b> they pull out on large post-it.</p>	<p>Principles of Emergent Strategy on Large Post-it, reveal when appropriate</p> <p>Write list- <b>Harvest of Values</b> on Large Post-it</p>	11:30-11:50
Emergent Session: Visioning	<p><b>Appreciative Inquiry/Inner Listening:</b></p> <p><i>What is compelling about surviving--and thriving-- in a climate-changed world? ... (values/mission)</i></p>	<p>They think alone- meditate.</p> <p>Come together to <b>Harvest Vision:</b> Facilitator list visions on large post it.</p>	11:50-12:10
Current State	<p><i>What are you most concerned about right now? ...</i></p> <p><i>What do you see in your community, in the world, in your life? ...</i></p> <p><i>"What about this situation do you care so much about?"</i></p> <p><i>"What is the meaning of this situation in your own life?"</i></p>	<p>First, just brainstorm.</p> <p>Then, <b>harvest:</b> have students write on post-its and arrange on board</p> <p>Dotocracy top 3 concerns. "not out of obligation, but what's really alive for you."</p>	12:10-12:40
Meaning-Making	Summarize current state and their values		12:40-12:50
Locking in & Looking ahead	<p>Thursday will shift from Vision to Change and Action.</p> <p>We will think about your ideal future state, what it would take to achieve those states, and what the very next steps are to make those changes.</p>	Keep dotocracy clusters, keep harvest of vision and values post-its, goals, and set-up post-its to re-hang Thursday.	
THURSDAY	CHANGE & ACTION	Re-hang above post-its.	

		Put quote from Brown on yes/no for action phase on board or post-it to reveal later	
Re-ground	The goal is not to achieve all of that change in a next step, or even to list a series of steps, but to focus in on what an immediate next step might be.	Remind of Goals of workshop, my role, agreement.  Go over harvest of values and harvest of visions.	11:05-11:15
Asset Mapping	6. Without being humble, what would your colleagues say that they most value about you and the unique skills and gifts that you bring to the things you do?  Now, tell a story about a time you made a contribution to a project or event that exemplifies these unique skills and gifts. • What was the situation? Who was involved? • Bring the story to life, with all its power and emotion	Interview-  <b>Harvest:</b> unique skills and gifts on board	11:15-11:45
Strategic Questioning	Visualizing Change (script below) Read slowly.  <i>End result: What do we long for? What is the ideal state? Given the current state of the situation that concerns you, how do you want it to look instead?</i>	Have them visualize, turn sight inward, inner listening.  Pair up: share the answer to that question.  Harvest: List on the board:	11:15-11:35
Focus Questions/ Wheel of Change	<i>What is it going to take to bring this about? What would need to change in order for this to be possible? What would it take? Who would need to be part of the conversation? Who would we need to be?</i>  These items must start with a change word— “increase/decrease”, etc.	Small group work:  Harvest: Draw Wheel of Change template on board (hearts/minds, structure, behavior) with plenty of room  Dotocracy: have them vote on top 3 that they personally can imagine working on. Not	11:35-12:15

		obligation, but alive in them.	
Action	Small group discussion around personal priority themes: <i>What is the first step? What would we need to do, be, and have? What is the most elegant next step? What is within your capacity?</i>	Draw Plan on Large Post-it- visualize, bring to life the ideal action plan, and specify <b>very next steps that would be needed to begin this work.</b>  <b>SIX HATS</b> (make big post-it with colors and hats, switch white/black): Each group present. Different color hats from other groups, choose a hat color.	12:15-12:40
POP -Action	Write a POP	On own	12:40-12:50

#### SCRIPT

- a. Place both feet on the ground. Get comfortable in your chair. Do whatever you need to do to enable the analytical part of yourself to quiet. Maybe that is relaxing your muscles. Maybe it is closing your eyes. Let the gears that are turning slow down for a moment.
- b. Cast forward a few years. It has happened. Your vision has really happened. All those things you are working for have come to pass. Your highest hopes have been realized in the ways we wanted.
- c. See the impact of your work in the world. Visualize the specific results *you* have created and helped others to create. The way your work has grown and developed. The ripple effects out into the world from your activities. And the lives of the people being touched by what you have been doing.
- d. Some people approach you. They tell you, thank you. Who are they? Imagine them. They say that what you've done has enabled them to understand what is needed for, and how to create deep and lasting fundamental change. You ask them to tell you what it was that enabled this understanding. Hear what they say.
- e. The people walk away. You think about it more.

What was the breakthrough?

Alternative: read from *Octavia's Brood*, ed. Amb. Letter from 12-year old in 2050.

Week 3: debrief.

### Sample questions

- How was this different from learning in classes?
- What are you going to do?
- What is emergent strategy?
- What does it mean to have an impact on the world?
- What does “small is all” mean to you?
- When you feel inadequate, what can you tell yourself?
- What does “empowerment” mean to you?
- What does a “radical imagination” mean to you?
- Write a letter to yourself in five years.
- Write a manifesto: I WILL statements.
- In groups, make plans, networks.
- (here you can draw on movement strategy center or Joanna Macy’s Work that Reconnects to network map, or do any number of next-level things to turn this energy into action).
- So many more...