



Relationship Systems Intelligence™; Creating the Ground Conditions for Justice

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Agenda and outcomes

- Providing data regarding new trends in organizational management and leadership that impacts leaders, managers and teams by leveraging collective intelligence.
- Providing a theoretical framework for moving beyond emotional and social intelligence to Relationship Systems Intelligence.
- Establishing the link between RSI and creating ground conditions for Justice in the Public Health Field
- Provide practical tools for immediate application.



Group Dynamics



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The Web of Systems...



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What is a relationship system?

An interdependent group of people with a common identity or function.



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Discovering the System; that which is not visible...



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Where is your focus when you Manage or Consult?

- The Leader?
- The Disturber?
- The Top Performer?
- The person who hired you?
- or the string of connectivity?



Employees don't quit jobs, they quit relationships...

"We are created, not for isolation, but for relationships.

At heart, we are not a thousand points of separate light, but rather, part of a larger brightness.

Within organizations, caring and committed relationships are not a luxury...they are a necessity."

~D. Johnson and F. Johnson



Relationship Systems Intelligence™

- Emotional intelligence = emotional awareness of self and relationship with self
- Social intelligence = emotional awareness of self and other, impact on other and relationship with other
- Relationship systems intelligence = reinterpretation of self as part of the system.



Collective Intelligence in Research

- Collective Intelligence stems from “social sensitivity”; how well group members perceive each others’ emotions.
- One-person-dominated groups were less collectively intelligent than those in which conversational turns were more evenly distributed.
- Teams containing more women demonstrated greater social sensitivity and in turn greater collective intelligence.
- Having a bunch of smart people in a group does not necessarily make the group smart!
- Average and maximum intelligence of individual members did not significantly predict group performance.

*MIT, Carnegie Mellon University and
College Researchers*



RSI Leadership Opportunities supported by Collective IQ Research

- Create conscious and intentional partnership and teaming agreements.
- Hold the individual as an expression of the systemic whole
- Make a paradigm shift from what an *individual or team is doing* to what the *is trying to happen for the system*. Not “who is doing what to whom?” But rather “What is trying to happen?”
- Apply this to the micro and the macro from pairs to international relationships.
- *Hold the focus on the system rather than the individuals – reveal the voice of the 3rd Entity*



The Third Entity™

- Comprised of the collective intelligence, experience and beliefs, The Third Entity™ exists because of the individuals in a relationship system, whether a work team, family or couple.
- John Lennon, Paul McCartney, George Harrison and Ringo Starr were individuals. The Beatles is their Third Entity™.
- Listen for the *voice* of the Relationship System.



Change Management and Justice

- Change Management is at the heart of all work around issues of Justice...
- IBM Study states that "change is the new normal"
- The soft stuff is the hard stuff



Effective Change; Ground Conditions

ALL 3 ARE REQUIRED FOR CHANGE

1. Access to new information: who, how, what, when. Change can not occur without new information entering the system. It's useful to review the primary here – "this is who we've been and why we need to change."
2. A sense of shared purpose, "how is this going to be meaningful for me and us?"
3. Input about how the change will occur. This provides buy-in. "Together, we discover how we will cross the edge."



Change Management: Getting Started

How to cross organizational and cultural edges:

- Identify the leaders and early adaptors and enroll them to cross over the edge. They will take the others with them. The leaders aren't always the CEOs etc.
- Enroll a critical mass, the rest will fall in.
- Those who cannot adjust to the change (can't cross the edge to a new primary) will be marginalized. They may become disturbers, or may be fired or may leave. Plan how to honor the tradition holders and how to work with the rest!



Putting it all Together

Systems Intelligence; creating the ground conditions for Justice

- It relies on and reveals the "Voice of the System"
- It views Change Management tools as critical
- It demands the experience of Deep Democracy to represent the total reality to be worked with.
- RSI facilitates creating a "we culture" rather than an "I culture."
- RSI holds leadership as a role and expect collective intelligence to be expressed by all players.
- RSI builds on ESI to access social awareness.
- RSI interprets the personal through the systemic



Tools and Tips

- *3rd Entity work – listening for the voice of the system.*
- Work with ghost roles and time spirits.
- Commit to the MetaSkill of Deep Democracy.
- Manage towards developing leadership skills in all team members in service of collective intelligence.
- *Coach and train constructive conflict tools and enforce their use. Support the creation and use of conflict protocols.*
- *Train team leaders to create a Designed Team Alliance (DTA)*



Conclusion

It is not about who is
doing what to whom...

It is about what is trying to
happen!

