



Intertwining – from Ego to Eco ALARA – BALT conference 2020

Christine Abbott

TS Elliot 1934

Where is the life we have lost in living?
Where is the wisdom we have lost in knowledge?
Where is the knowledge we have lost in information?
What life have you that is not community
When the stranger says “what is the meaning of this city?
Do you huddle close together because you love each other?
What will you answer? ‘We all dwell together
To make money from each other’ or ‘this is a community?’
Oh my soul be prepared for the coming of the Stranger
Be prepared for him who knows how to ask questions.

TS Elliot 1934

Intertwingling – Ego to Eco

adj. [Invented by Theodor Holm Nelson, prob. a blend of “mingled” and “intertwined”.] Connected together in a deep and complex way.

Four stances of collaboration – transactional to transformational

Stance 1 – Doing things well.

Stance 2 – Doing things better.

Stance 3 – Doing better things together.

Stance 4 – Doing things with the world that matter to it.

Stance 1: Doing things well

- The minimum level of acceptable performance
- Good/best practice
- Currently accepted ideas, theories, explanations, rules, policies
- Standard procedures, processes, practices, methods, techniques.
- Tasks and situations where there already are correct answers, right ways of doing things
- "Puzzles" - a right solution already exists somewhere
- Hierarchical leaders who have power due to rank or expertise

Ego centric

**Provide an answer:
manuals, instructions, recipes, databases, books,
rules, forums, social media**

Principles of action learning

- *starting from ignorance* – from acknowledging inadequacy and not knowing
- *honesty about self* - "What is an honest man, and what do I need to do to become one?" (Belgian manager quoted in Revans 1971: 132)
- *commitment to action, and not just not thought* - "be ye doers of the word, and not only hearers of it" (St. James quoted in Revans 2011: 6)
- *in a spirit of friendship* - "All meaningful knowledge is for the sake of action, and all meaningful action for the sake of friendship" (John Macmurray quoted in Revans 2011: 6)
- *for the purpose of doing good for / in with the world* - "To do a little good is better than to write difficult books" (The Buddha quoted in Revans 2008: 6)

Stance 2: Doing things better

- Going beyond current good/best practice and improving on it
- Making improvements to the way we do things that we already do - quicker, less wastage, more safely, fewer mistakes, lower cost, greater client satisfaction
- Organise a process; explore where we don't have an existing solutions to "problems"...
- ...problems that may be solved or just improved
- "Solution" may be right or wrong, or just best that we can achieve with the time and resources available

Social centric

**Action learning, systematic inquiry, six sigma,
reflective practice and supervision
Individual intent**

Stance 3: Doing better things – together

- Working together with people who are different from ourselves to tackle complex or "wicked" problems
- A number of diverse stakeholders
- "Solution" now may cause further problems, later
- "Solution" here, in one part of system, may cause further problems in another part
- Can only be addressed through multi-stakeholder working - together
- "Solution" neither right nor wrong, but the best that we can achieve with the time and resources available

Community centric internal or external

Relational action learning, dialogue processes,, working across boundaries, systemic inquiry, relational practices .

Where do we go from here?

Move from seeing the world as an aggregate of individual entities who have no common interests and no stake in the the planet and others' survival

Move to seeing the world: as an interdependent collective survival enterprise in which each has a stake in its viability and effective functioning.

- Modern evolutionary biology
- Spirituality
- Social ecology
- Post humanism

No longer a competitive struggle but a cooperative dance where there is a focus on networks and patterns in movement.

Stance 4 - Doing things with the world that matter to it.

- Focus on all forms of eco – justice, equality, integrity, peace, sustainability
- Beyond sustainability to regeneration
- Working for planet, not for profit where profit and cost-effectiveness remain important, but they are means to an end, not the end itself
- Distributed *leadership* as a collective social process through which members of a community make meaning of what is going on and what needs to happen next.

Eco centric

Eco Scorecard, Fair Shares movement, Circular Economy, Economy for Common Good, Restorative Practice, Eco Leadership, Regenerative societies.

Group work

In groups spend 10 minutes considering one of the following questions. Nominate one person to record the questions you would ask in one of the following themes to share in the chat box in the main session

World

What questions does the world want us to ask it and ourselves ?

Community

What questions would help your community to develop a intertwingling culture?

Organisational

What questions would help organisations get ready for this sort of work

Individual reflection

What questions can I ask myself about the unique gifts I have to do things with the world that matter?

Rainer Maria Rilke 1903

Have patience with everything unresolved in your heart, and do try to love the questions themselves as if they were locked rooms or books written in a foreign language . Don't search for the answers, which couldn't be given to you now, because you would not be able to live with them. The point is to live everything. Live the questions now. Perhaps then, someday in the future, you will gradually, without even noticing it, live your way into the answer

Continue the conversation with Christine and Tom

Contact

Email: christine@centreforactionlearning.com