

NZCER Shifting Thinking conference

THINKING TOOL	KEY ELEMENTS AND IDEAS	KEY QUESTIONS
<p><i>Transitions:</i> William Bridges</p>	<p>Endings The Neutral Zone Beginnings</p>	<ul style="list-style-type: none"> • Have we mourned what we are losing? • How can we care for ourselves and others in the Neutral Zone? • How am I willing to be different, even if that shows me as incompetent or unsure?
<p><i>Competing commitments:</i> Kegan and Lahey</p>	<p>Behind every unsuccessful change may be a self-protective competing commitment. Understanding these commitments is vital.</p>	<ul style="list-style-type: none"> • What are the spoken commitments? • What are the hidden commitments? • How could we allow both the commitments and the competing commitments into the room?
<p><i>Getting on the balcony:</i> Heifetz and Laurie</p>	<p>To master change, you have to be able to operate both on the dance floor and also have the long view from the balcony.</p>	<ul style="list-style-type: none"> • What are the norms which need challenging? • What is the conflict that needs discussing? • What are the roles which need redefining? • What is the pressure we should harness? • What is the challenge we're trying to understand?



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TE RŪNANGA O AOTEAROA MŌ TE RANGAHAU I TE MĀTAURANGA