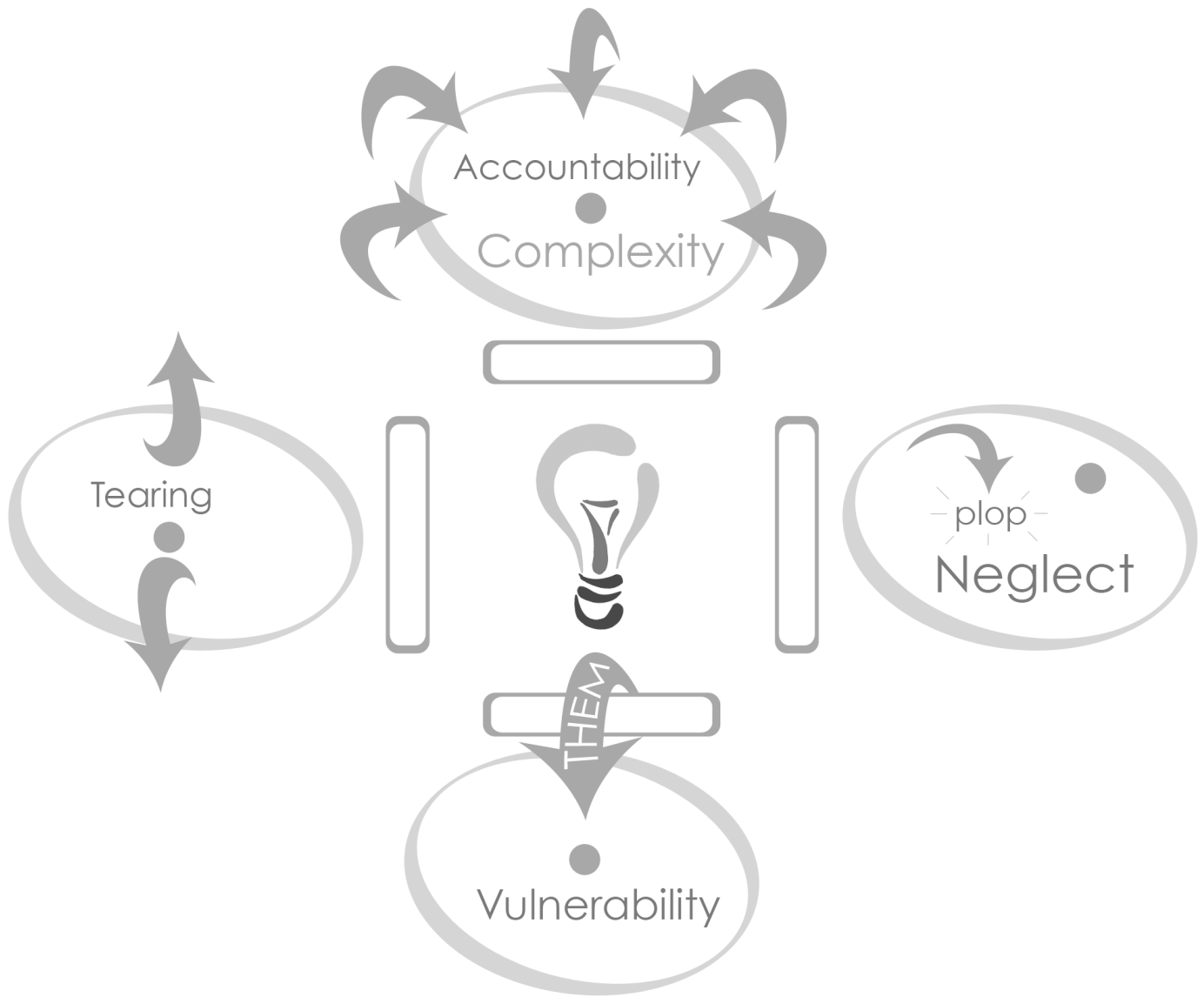




# PARTNERSHIP

*A relationship in which  
we are jointly committed  
to the success of  
whatever project or  
process we are in.*



In the Top world your great idea may show up as more complications or as a complaint.






In the Bottom world your great idea may show up as "Them" trying to do it to us again.

In the Middle world your "simple" and "reasonable" request may show up as more tearing between you and others.






In the Customer world your intentions to please may show up as more neglect.

# “Stuff” Happens

## The Slide Show

-  Make up a story about it.
-  Evaluate others -
  - Malicious
  - Insensitive
  - Incompetent
-  Take to personally
-  React - Get mad
  - Get even
  - Withdraw
-  Focus on the “Stuff”

## The Center Ring

-  Have understanding / empathy for others
-  Stay focused on what you want to have happen
-  Don't get hooked on “Stuff”
-  Be Strategic - Take their worlds into account.
-  Ease their condition.

# How come it goes the way it usually goes and what else is possible

Predictable Condition	Predictable Response	Familiar Realities	Leadership Stands
Top Overload	 <p>Suck It Up</p>	Burdened by Circumstances	Be a top who creates responsibility throughout the organization.
Bottom Disregard	 <p>Hold them Responsible</p>	Oppressed by <u>THEM</u>	Be a bottom who takes on responsibility not only for your condition but for the whole thing.
Middle Crunch	 <p>Slide in between and get torn</p>	Torn between <u>THEM</u> and <u>THEM</u>	Be a middle who maintains your independence of thought and action.
Customer Neglect	 <p>Stay aloof and hold <u>IT</u> responsible</p>	Righteously screwed by the delivery system	Be a customer who gets in the middle of delivery processes and helps them work for you.

# TOP LEADERSHIP STRATEGIES



## INFORMING

Share high quality information  
Provide feedback



## DEVELOPING

Invest in training and development  
Invest in relationships



## INVOLVING

Involve others in the BIG issues  
Make others Top; you coach  
Ask for help

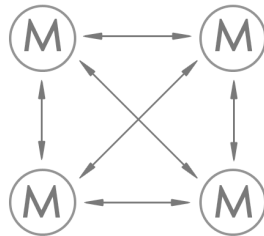


## STRUCTURING

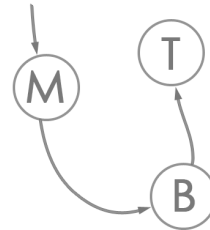
Create and use teams  
Create enrolling visions  
Reduce the differences between Tops  
and Bottoms  
Support Middle integration

# BE A MIDDLE WHO MAINTAINS YOUR INDEPENDENCE OF THOUGHT AND ACTION

1. Integrate with your peers



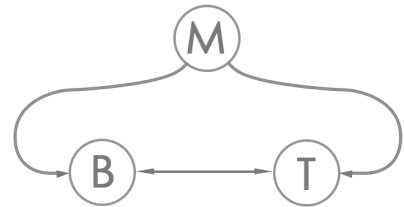
4. Be Coach



2. Be Top when you can



5. Be Facilitator



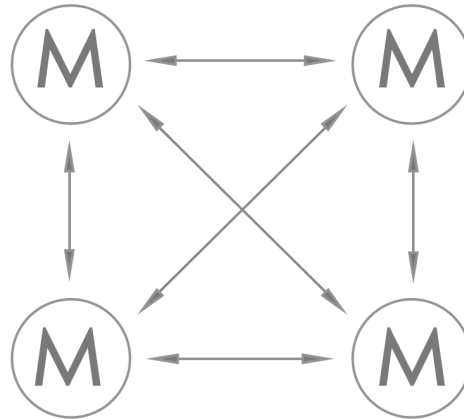
3. Be Bottom when you should



6. When they're fighting remember:



# Integration



- ① Share your information
- ① Work the information
- ① Coordinate
- ① Problem Solve
- ① Support one another
- ① Look for new possibilities / synergies

We say that the reason we don't integrate is how we feel about one another, and that if we felt differently about one another, then we would integrate;

The truth is: it's just the other way around.

We feel the way we feel about one another because we don't integrate; and if we did integrate we would feel very differently.



# To get Integration going

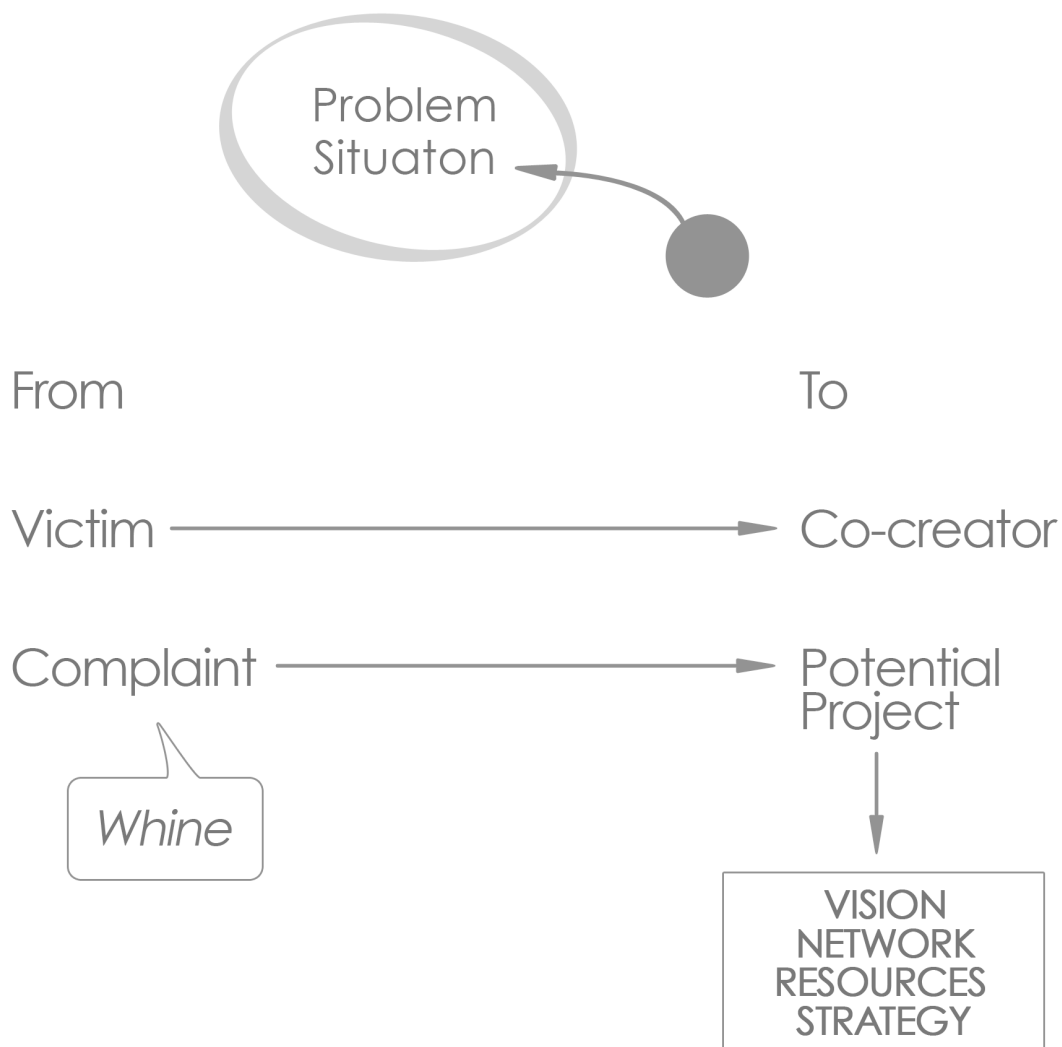
-  Give it a try
-  Share intelligence  
about the system
-  Bring an issue
-  Rotate responsibility
-  Bring lunch

# Tips for Successful Middle Integration

- ① Create a powerful and compelling mission
- ① Make meetings sacred commitments
- ① Meet without tops ? Keep tops informed
- ① Coach and support one another
- ① Hold each other accountable for action
- ① Rotate leadership
- ① Work the tough issues

# Bottom Empowerment Shift

[NOTE: This is not about “Bottoms;” this is about us and our bottomness in whatever positions we are in.]



# Customer Strategies

- ① Contract with the supplier to build a relationship/partnership
- ① Know how it works
- ① Set clear demands and standards
- ① Get into the process early as a partner, not late as a judge
- ① Stay close to the producer

# *A stand for partnership*

## A Commitment to Seeing and Supporting One Another

Be a person who sees others—who grasps who they are and what is important to them, who gets behind them and helps move them ahead in their worlds.

Be a person who puts your projects out to others—who lets them know who you are and what is important to you, who allows them to get behind you and move you ahead in your world.

**ADDITIONAL RESOURCES** (available at [www.powerandsystems.com](http://www.powerandsystems.com))

**LEADING SYSTEMS: LESSONS FROM THE POWER LAB** (Berrett-Koehler). For over thirty years, Barry Oshry has uncovered core truths about how we operate in large organizations through The Power Lab, an experiential program that has been called “The World Series of Leadership Development Activities.” In LEADING SYSTEMS he draws on his Power Lab experiences to show how through effective leadership at all levels of systems life we can create sane, healthy, effective social systems. ISBN 1-57675-072-8. Soft cover.

**SEEING SYSTEMS: UNLOCKING THE MYSTERIES OF ORGANIZATIONAL LIFE** (Berrett-Koehler). We live and work in systems, but we don't see them. System blindness costs us in terms of diminished productivity, decreased energy, and unsatisfactory relationships. SEEING SYSTEMS provides strategies for overcoming four types of system blindness—spatial, temporal, relational, and process—and opens the way to creating more powerful, productive, and satisfying human systems. ISBN 1-881052-99-0.

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