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*For further support, visit the Transformational Presence Leadership Center at
<http://transformationalpresence.org/leadership-center>.*

INTRODUCTION

At every level of society and across many cultures, it seems that social structures, values systems, and ways of being with one another are breaking apart. No one is spared. No part of society, business, or government is left unchallenged. We are all affected in some way. As a collective society, today we are experiencing every emotion—from shock and disbelief to anger and fear; from love and compassion to numbness, confusion, and despair.

As individuals, organizations, communities, and even nations, what do we do? Where do we go from here?

Frankly, no one knows. There is no simple answer. Our answers and informed choices from a year ago, a month ago, or sometimes, even yesterday, may no longer be relevant. And what is relevant today may not be relevant tomorrow or next month. Everything is fluid. Conditions are constantly changing. The “facts” are different today than they were last week. The ground underneath our feet keeps shifting.

The two-book *Transformational Presence* set can help us find our way. This *Tools, Skills, and Frameworks* book is the companion resource and guidebook to the first book in the set, *How To Make a Difference In a Rapidly Changing World*. The coaching-approach tools and frameworks for conscious leadership and service are not meant to be “the answers.” Nor are they meant to be “magic pills” or quick fixes to your situations and circumstances. Instead, they are meant to help us find our next steps—to uncover what is really going on at the core of our circumstances and situations, and then work from the inside out to transform what is happening in organic, impactful, and constructive ways.

The tools and frameworks are simple and practical, yet they can bring profound results, often shifting and expanding awareness and perception quite rapidly. As awareness and perception expand, how we think also opens to a much greater set of possibilities.

The tools and frameworks are equally powerful for both individuals and groups. And they can lead us closer to a world that works for all. If you have read *Transformational Presence: How To Make a Difference*, you already understand the concepts and philosophies on which these tools and frameworks are based. Now it’s time to put those concepts and philosophies into action. Through using the awareness and understanding that you gained in the first book, along with the tools and frameworks in this book, you will develop new skills and capacities that you need for navigating today’s complex and uncertain world.

This is very intuitive work. We call it Whole-Mind Thinking and Whole-Being Awareness. Many will find this approach refreshing and exciting. Others may find it very different from what they are accustomed to and need to go a bit slower at first. It’s all OK. Whole-Mind Thinking and Whole-Being Awareness are innate skills. Yet most of us have not been encouraged to develop these skills. Give yourself time and be patient with yourself. Be open and curious. And most of all, be playful with these tools and frameworks. If, at times, you think that you don’t know how to do something that I suggest, trust that some part of you does know how. And then go for it.

I use that word “playful” on purpose. There is a lightness to this work, even when dealing with the most challenging issues. When we can treat everything that is happening simply as information to work with rather than as fixed and difficult circumstances, it’s amazing how much insight and awareness opens up for us.

This is a resource book. Use it in whatever way serves you the most. I do, however, encourage you to first spend some time scanning through the book to get a sense of the many tools and frameworks and how they relate to the four archetypes of *TransformActional* Leadership that were introduced in the *How To Make a Difference* book. With each tool or framework, you will find a reference to the corresponding chapter(s) in the first book, as well as to the specific archetypes that the particular tool or framework will help you develop within yourself.

All of the tools and frameworks are designed for use both with individuals and with teams, groups, or organizations. I encourage you to practice each of the tools and frameworks in their pure forms at first so that you discover the power and simplicity within each one. They are all great self-coaching processes as well. So you can practice everything in this book on yourself first. This will also help you get comfortable with the tools and frameworks and become at ease with their natural flow. As you become fluent with them in their pure form, you will naturally begin to adapt them to meet your needs of the moment. With all of the tools and frameworks, the concept or approach is more important than the tool itself.

For your convenience, **Part I** of this book offers a summary of a few core concepts from the *How To Make a Difference* book. This summary is intended only as a refresher for what you have already read. The first book lays a strong and necessary foundation for the learning that awaits you in these pages.

I have also included an in-depth follow-up exploration from the first book of the distinctions between “complicated,” “complex,” and an emerging new term, “complexicated.” We use Dave Snowden’s *Cynefin* Framework to more fully understand the importance, and even the necessity, of Transformational Presence and *TransformActional* Leadership today. Our experiential approach with this material can help you and those you serve quickly understand what it is that makes today’s world challenging (beyond the obvious!) and why the Transformational Presence approach is so critical in these rapidly changing times.

In **Part II**, you will find a brief summary of definitions of terms as well as summaries of the Three Fundamental Questions and the Three Fundamental Principles upon which Transformational Presence is based. There is also a review of the *TransformActional* approach to leadership that was introduced in Chapter 10 of the first book, as well as a summary of the four modern-day archetypes that can help us prototype *TransformActional* Leadership. The skills, tools, and frameworks of this book are all designed to help you develop the characteristics and capacities of the four archetypes within yourself and the people you serve.

The meat of this book—the skills, tools, and frameworks—is then found in **Part III**. Through the application of these tools and frameworks, you can learn to navigate this rapidly changing and often confusing world with greater ease and understanding, and take significant steps forward in making the difference you are here to make. In turn, you will help those you serve do the same.

Although this book is designed to be a resource, there is a somewhat linear flow through the tools and frameworks as presented. First, it will support you in finding your way through your own project or complex situation. Second, everything in this book will help you more fully embody the qualities, skills, and capacities of the four archetypes of Transformational Presence: the Seer, the Explorer, the Co-Creator, and the Ambassador.

Throughout this book, you will find Recommended Reading from two of my books—*Transformational Presence: How To Make a Difference*, and my 2011 book, *Create a World That Works*. The referenced reading will further support the topic, exercise, tool, or framework you are learning about. In the exercises, tools, and frameworks, the ellipsis (...) between paragraphs indicates to take a pause in your process, allowing time for experience and awareness to unfold.

Finally, I created these tools and frameworks to be used out there in the world. Therefore, I encourage you to use them with the people you serve. My only request is that you acknowledge the source of this approach and make it easy for the people you serve to find us. At the Center for Transformational Presence, we are committed to creating practical and simple leadership and coaching skills, tools, and frameworks for navigating these complex times and helping people make a significant difference in every sector of society. So please share this work with your colleagues, friends, and mentees.

If you choose to build a workshop or training that is largely based in Transformational Presence work, please contact us (transform@transformationalpresence.org) for a copy of our “Honoring the Source” guidelines. There is no contract or agreement to sign—simply an invitation to contribute back to the Center for Transformational Presence in appreciation and recognition for how our tools and concepts are adding to the value and impact of your work with others. Your contributions support the ongoing development of new Transformational Presence tools, concepts, and teachings.

You picked up this book for a reason—you want to make a difference. It will provide you with many tools, exercises, concepts, approaches and frameworks to help you make the difference you are here to make. So are you ready? If so, let’s go. Together, we can create a world that works.

Note: You will find additional audio and video support for the concepts, tools, skills, and frameworks presented in these two Transformational Presence books in the Transformational Presence Leadership Center at www.TransformationalPresence.org/Leadership-Center/.

LEADERSHIP IN A VUCA WORLD AND THE GREAT BREAKING OPEN

While to many people, it looks and feels as though much of the world as we have known it is breaking down, falling apart, or being destroyed, I see this as a time of the Great Breaking Open. Every aspect of our society is now breaking open to reveal everything that is inside. Some of what we find is beautiful and amazing. Yet much of it can be challenging, confusing, and at times, overwhelming.

The Great Breaking Open is cutting through to the core of our societal structures and to the core of our being as individuals. For as long as many of us can remember, our societies, governments, businesses, and education systems have increasingly focused on short-term, bottom-line results. As problems have arisen, we have increasingly tended to address only the surface issues, looked for quick fixes, and opted for the most attractive immediate outcome. As a result, we have increasingly neglected to pay attention to the pressures that have been building under the surface because important core issues have not been addressed. Unfortunately, this has been at the expense of our future and our societal wellbeing.

The Great Breaking Open is now forcing us to look at these core issues. And these core issues need more than just “fixes.” They require new forms, new structures, new approaches, and new policies. And that will require us to create new ways of living and working together.

The term VUCA is an acronym for “volatile, uncertain, complex, and ambiguous.” It was first coined by the U.S. Army War College after the end of the Cold War. Then after the terrorist attacks of September 11, 2001, it was adopted by the business world to describe the turbulence, chaos, and rapid change that has since become the “new normal.”

Our VUCA world presents us with unprecedented challenges. Yet if we drop underneath those challenges, we also find enormous opportunities. One of the ancient wisdom teachings that can help us better understand how the world works is the Principle of Polarity. This principle tells us that nothing can exist without the possibility of its opposite also being present. Therefore, a challenge cannot exist unless there is also potential for creating something new. This is why I refer to what is happening today as the Great Breaking Open instead of the “great breaking down.”

It’s time for a shift in our fundamental approach to life. At the mass consciousness level, we’re conditioned to engage with life first from the head, and only engage the heart occasionally to soften the edges. It’s time to turn that around. It’s time to engage first from the heart to gather information and see the big picture, and then bring in the intellect to do what it does best—to organize, strategize, and move into effective action based on the big-picture view of the heart. This is, in essence, the foundational skill set upon which Transformational Presence is built.

However, we need ways to talk about this that people can understand and immediately begin to apply in their everyday lives and work. We need tools and skills for accessing the power of the heart and for transforming awareness, perception, and understanding. And that's what Transformational Presence is all about. Transformational Presence is a skill set—a set of skills and tools that builds our inner capacities for perception, awareness, understanding, and navigating complexity—a set of skills that helps us take effective and sustainable action.

Nobel Prize winning physicist Max Planck said, “When you change the way you look at things, the things you look at change.” Our job in Transformational Presence is not to change *what* people think—it's to open up *how* they think by giving them tools and skills that transform their understanding, awareness, and perception, and ultimately expand their worldview.

Transformation happens through process, not through outcomes. As we all do our work in the world and support others to make the difference they are here to make, we do our part to help create a world that works.

Creating a New Conscious Leadership Paradigm

As the Conscious Leadership movement expands around the globe, there is widespread agreement that leaders at every level of society in our VUCA world need a new set of skills and tools, as well as broader capacities for awareness and perception. More specifically, today's leaders need great skills and capacities for:

- Stretching far beyond the familiar, knowledge-based, figure-it-out approaches that most of us have been taught, into more discovery-based, intuitive, and creative approaches
- Being fully present with the realities of what is happening in the moment, and feeling, sensing, and listening to the energy in order to discover what is needed next
- Being comfortable with not knowing the answers, and often not even knowing the questions
- Being curious and imaginative—being willing to explore without knowing what they will find, yet trusting that clues will appear to show the way forward
- Being at home in their own skin—being comfortable with who they are; aware of their strengths, as well as of the areas where they might need to stretch and grow
- Creating environments where it is safe to experiment, safe to admit failure, and safe to bring their full selves to the table

Perhaps most important of all, today's leaders need a deep understanding of the inter-connect-
edness of everything. This fundamental worldview is the bedrock upon which Transformational Presence is built.

COMPLICATED, COMPLEX, OR COMPLEXICATED?

Recommended Reading:

Transformational Presence: How To Make a Difference,
Chapter 7

One of the most critical skills necessary for effectively navigating today's rapidly changing world is recognizing whether a situation or project is "complicated" or "complex." These two words are often used interchangeably in everyday conversation. However, in conscious leadership circles, they are increasingly being used to describe two very different kinds of situations or circumstances. Those two different kinds of situations require two distinctly different approaches for navigating them. If you have not yet read Chapter 7 of *Transformational Presence: How To Make a Difference In a Rapidly Changing World*, please take time to read that before going forward here. The material that follows assumes that you have a fundamental understanding of the complicated/complex distinction. The two tables on the following pages summarize that distinction.

In reality, many situations have multiple aspects and layers, some of which are complicated, and some of which are complex. In fact, a new word, *complexicated*, is emerging in the lexicon to describe these hybrid situations. Understanding these distinctions helps us discern how to approach the situation or project.

This understanding, partnered with Dave Snowden's *Cynefin* framework that follows, will give you language and structure to explain to those you serve why a completely different approach is required for much of what is happening in our world today. Most of us have been well trained to work in complicated scenarios. We have been taught how to analyze situations and figure out linear strategies. However, more and more, we are living in a complex world. Very little about working in complexity is linear or even logical from a rational and analytical perspective.

Therefore, many of us need to develop new approaches, skills, tools, and capacities if we want to make a significant impact in today's world. The Transformational Presence approach is designed especially for working in complex and *complexicated* situations. And that's what these two books are all about.

Characteristics of Complicated and Complex Systems and Situations

Complicated	Complex
The “complicated” label tends to apply primarily to mechanical or technical issues or systems, or to tasks that can be served by logical, linear approaches.	The “complex” label tends to apply to situations that involve people’s feelings, values, and emotions; personal or professional relationships; or organizational or societal systems.
There is a predictable, cause-and-effect sequence, and the outcome can be reasonably predicted.	Very little is predictable—there is no obvious cause-and-effect sequence or obvious outcome.
Movement patterns are linear.	Movement patterns are circular and erratic—rarely linear.
You can identify all of the pieces or components and figure out how to work with them and how they relate to each other.	There are many moving pieces that are constantly changing. Many things are happening at once, and the connections between them are often not obvious.
You can “think” your way through it—you can analyze it and figure it out.	You must be able to “read the signals”—the situation demands Whole-Mind Thinking and Whole-Being Awareness.
You can make a plan and more or less follow the plan to success.	Making a plan is challenging, if not impossible, because all of the pieces keep moving and changing. Therefore, you look primarily for your next step, take action, and then stand aside to observe the new or different patterns that emerge. Then you can take another step, pause to observe what happens, and determine the next step. The cycle continues until it is no longer needed.
Past knowledge and experience is valuable and serves you well.	Past knowledge and experience are often no longer relevant—how it worked before will not necessarily be the way it works again.
The environment tends to be stable.	The environment tends to be less predictable and sometimes unstable.
There is general agreement about the desired outcome.	There are often many different opinions or desires about what the outcome should be.
You are working toward a specific outcome or creating a specific result. It’s a solution-focused approach.	The outcome or result will be revealed over time. It’s helpful to have a sense of direction, yet that will not always be clear, especially at first. Commitment or attachment to a specific outcome or result rarely serves in a complex situation.

Comparison Approaches for Complicated and Complex Situations

Complicated Approach	Complex Approach
Intellectual, rational, analytical, linear, clear, practical	Intuitive, creative, imaginative, innovative, flexible, exploratory—Whole-Mind Thinking and Whole-Being Awareness
Past knowledge and skills are helpful and often essential.	It's important to become comfortable in “not knowing”—in living in a space of exploration and discovery.
You can analyze it by looking for cause-and-effect patterns, and then fix it.	You learn to dance with the big picture <i>and</i> with the details at the same time, as well as in the constant movement between them. Start with the 3 Questions (page 30) or the Deep Simple (page 154) and begin to find your way, one step at a time. You are looking for patterns and flows of energy rather than linear cause and effect. Cause and effect will rarely be obvious, even in retrospect. You have to look beneath the surface.
Make your plan and implement it, and then don't stop until it's done.	There is a rhythm and flow to how things will want to unfold. It's important to be able to sense when to move ahead and when to pause or step back, or even take a different approach.
You are working in the 3-dimensional world of particles and fixed forms where the rules of classical physics apply.	You are working much more in the quantum realm and the wave state rather than particle. Things are constantly moving and shifting and anything is possible. You are now in a 4-dimensional world where understanding everything as energy in motion is critical. Although it may feel counter-intellectual, working in the wave form is actually much faster and more efficient than working in particle form. We know from the First Principle (page 31) that form follows energy. When we work with the energy first, the form begins to shift itself in an organic or natural way.
It's all about planning and implementation.	It's all about exploration and navigation.