A Time of Reckoning and Creating
The heartbeat for all genuine systems change is deepening community with each other and with nature - to improve, transform, and heal at all levels our relationship with self, ‘other’ and the larger systems and organizations that shape our reality. These desires are especially meaningful in times like the present where we confronting historic structures of separation and exploitation such as systemic racism and the destruction of species and ecosystems with whom we share the earth. Facing these realities as honestly as we can, how do we transform to living in ways that bring out the best in us rather than the worse? How do we help shape new institutions and systems that embody this in the context of dominant institutions that exist to maintain the status quo? How do we ‘hold’ the emotions of fear, anger and separation that we all experience in such work without being taken over by them? None of this will occur quickly, for our current ways of living have been shaped over centuries. But we believe there are tools, processes and guiding principles that can help.

What is Awareness-Based Systems Change and System Leadership?  
The systems of commerce, education and governance that are causing suffering, pain and exclusion today are not “broken,” and they do not need “fixing” like a broken machine. They are working as they are because of how we work, and they will not shift until enough of us start to think, act and interact differently.

Awareness-based systems change starts from the premise that how each of us “shows up” shapes what and how we can contribute. Such change requires deepening awareness of both our inner and outer reality. The inner work involves deep shifts in mental models, habitual, taken-for-granted ways of thinking, feeling and acting. The outer work involves shifts in the artifacts that shape the manifest character of systems: formal structures, metrics and performance management, goals and policies. The two - mental models and artifacts - are entwined in the historical evolution of the systems that shape today’s world, and we believe neither can change over the long term without the other.

System leaders are individuals who foster collaboration for systems change, influencing relational fields that foster deep listening, trust, and shared understanding and vision. We believe that growing communities of system leaders who embody greater personal awareness, compassion, understanding, and wisdom is foundational to the changes now possible.

Workshop Purpose
The purpose of the Foundations Workshop is to catalyze a deep learning process whereby each of us connects more directly with our innate system leadership capacity and discerns more clearly our own developmental paths.

This intensive, interactive, four-day program is based on the leadership development process described originally in The Fifth Discipline by Peter Senge, identified as a seminal management book by Harvard Business Review, the Financial Times and many others, and elaborated in many subsequent publications, including “The Dawn of System Leadership” co-authored with John Kania and Hal Hamilton in Stanford Social Innovation Review (2016).

In our view, the essence of leadership is expanding the capacity of a human community to shape its future. This goes beyond reacting to problems to understanding the forces that shape those problems and what is required to shift those forces, over time nurturing a deep sense of efficacy and creative capacity. Such leadership cannot develop through talking about it but only through doing, and this will be reflected in the hands-on style of the workshop. There will be special attention paid to the domains of personal vision and personal mastery, reflection on underlying mental models, and systems thinking and systems sensing as underpinnings for understanding complexity - and the role of community as the natural vehicle for nurturing such capacities over time.
“Systems transformation is an inside job.”

Peter Senge

Workshop Objectives

• Learn and practice core disciplines of system leadership
• Understand how underlying systemic structures shape behavior and what it means to work collaboratively to shift those structures
• Develop a vision for your self, organization and community
• Nurture reflective conversations that promote learning and collaboration
• Contribute to the development of a learning community that can sustain this work over time
• Gain increased awareness and appreciation of our own mental models, how they reflect the systems we live and work in and what it takes to be open to seeing them in action.
• Practice with a set of tools that you can take back into your community or organization

Hub Design

We are organizing the workshop around geographic ‘hubs’ to build more locally connected communities committed to sustaining the work. The hubs included in this initial Foundations workshop are: Colorado (Boulder, Denver, Fort Collins), Nashville, Tennessee; Portland, Oregon; LaPaz, and Monterrey, Mexico; and Karachi, Pakistan. Each Hub will have at least one ‘Host’ who is a member of the Academy community and skilled in the practices and frameworks that will be introduced during the workshop. Hosts will create additional opportunities for interaction leading up to, during, and after the workshop.

Timing

Sessions will begin each day at 8:30am Pacific / 11:30am Eastern and end at 1pm PT / 4pm ET, and will include working breakouts rooms and multiple breaks. The Zoom links will be sent the week prior to the workshop.

Participation Fee

Corporate: $1,000 (Teams of 3 or more = 20% discount)
Independent: $800
Non-Profit: $650 (Teams of 3 or more = 20% discount)

Scholarships available based on need.

Registration Link

https://soled.wufoo.com/forms/pgyzcud04hjjec

Upon registering, your Hub Hosts will schedule an enrollment call with each participant to answer any questions, to better understand your learning objectives, and to share a bit more of what to expect. Registration closes November 17, 2020.

Contact Information

For any outstanding questions, or if you feel this is aligned with your learning goals but you are unable to afford or attend this session, please contact us at foundations@academyforchange.org.
Hub Hosts

Armando Estrada – Monterrey, Mexico. Armando is co-founder and current Executive Director of Vía Educación, an organization based in Mexico that seeks to generate opportunities for sustainable social development through the design, implementation and evaluation of educational initiatives. In the last 15 years, Vía Educación has worked along with students, neighbors, teachers, youth, families, public libraries, local and national authorities and businesses seeking to unleash their potential to transform their communities through democratic skills development, violence prevention, quality education improvement, citizen participation, and more. Armando became an Ashoka Fellow in 2013, an international network of social entrepreneurs and he is part of the advisory board for the Civil Society Sector at the Federal Department for Social Wellbeing. He lives in Monterrey, México with his wife Mariaili Cárdenas and their two children, Juan Pablo and Maria Isabel.

Emanuel Garza Fishburn - Monterrey, Mexico. Emanuel is the President of Universidad Carolina and an educator with special interest in the fields of education for democratic citizenship, corporate social responsibility, and in participatory approaches to poverty reduction and community development. Emanuel has dedicated himself to co-creating organizations that foster educational opportunity and civic engagement in Mexico, including Universidad Carolina, Harmony School and Vía Educación, among other efforts. In the field of Corporate Citizenship, Emanuel has served as Executive Director of Xignux Foundation and has also been involved in setting up and launching the SumaRSE business networks, both in the States of Nuevo Leon and Coahuila, Mexico. Emanuel obtained his Law degree at the Tecnológico de Monterrey and his master’s degree in International Education Policy at Harvard University. Emanuel, who is also a Senior Fellow at Synergos Institute, is happily married to Ana Celia Aguirre, has four children and currently lives in Saltillo, Mexico.

Liliana Gutiérrez Mariscal – La Paz, Baja California Sur, Mexico - Liliana has spent over 12 years in the field of Sustainability in the Gulf of California and Northwest of Mexico. She has experience in highly complex multi-sectorial processes and has received training from the Centro de Colaboración Cívica (Civil Collaboration Center) in Conflict Resolution, Facilitation, Mediation and Effective Communication and from the Society of Organizational Learning in Organizational Learning, Leadership and Generative Dialogue. She is the former Executive Director of the nonprofit Noroeste Sustentable and has co-founded Achamar, a for-profit organization designed to invest in fisheries and communities restoration. Liliana is the proud mother of Emiliano and Maria and happy wife of Roberto. The four of them take care of a beautiful Weimaraner called Lucas.

Anthony Johnson - Nashville, Tennessee. Anthony believes providing access to opportunities designed to produce equity is the most efficient way to address the adverse cumulative effects of disparity. Anthony is a consultant working with communities to disrupt inequitable institutional practices and cultural patterns. He is also nurturing, coaching and mentoring young people to create a network of individuals with the skills and dedication to resist the balkanization of societal issues. Anthony is very skilled in facilitating and leading thoughtful and engaging dialogues about race, diversity, privilege and inclusiveness, certified as an expert in Service Learning, a graduate of the Social Justice Training Institute, qualified as a personal success True Colors facilitator and a Technology of Participation (ToP) Facilitator. He has a Bachelor’s of Science and Master’s of Engineering in Mechanical Engineering from Tennessee State University, a Master's of Arts Degree in Civic Leadership from Lipscomb University, a Juris Doctorate from Howard University School of Law and is a member of the Wisconsin State Bar.

Kim Kita – Colorado. Kim opened and now leads Colorado State University’s (CSU) international educational Center in Todos Santos, Baja California Sur, Mexico. Kim’s fellowship in the Academy for Systems Change and training through the Naropa University Authentic Leadership program crystalize many years of formal education and varied work experiences. Kim uses awareness-based systems thinking and participatory methods to bring together various points of view, to build bridges for people to learn from one another and about themselves, and to use this collective wisdom to inform business decisions.

Lee Shainis – Colorado. Lee is dedicated to fulfill the potential of adult English classes to improve our ability to talk to each other AND create cultural exchanges that build perspective, friendship, and unlock strengths of multicultural communities. Lee co-founded Intercambio, an independent nonprofit, in 2001. Intercambio has created access for 5,000 volunteers to become great English teachers in Boulder County, which has opened doors for 10,000 adult immigrants from 60+ countries to take effective one-on-one and group English classes. Lee trains educators and
administrators around English acquisition, community engagement, and program sustainability. Lee authored the Immigrant Guide, a tool used by 250,000 immigrants to learn about laws, systems, and culture in the U.S. Locally he facilitates cultural fluency trainings for schools, law enforcement and nonprofits, as well as fun multicultural dance exercise classes and big camping trips! He lives in Boulder with his wife Marcela and their sons Valentino and Mateo.

**Kanwer Saeed – Karachi, Pakistan.** Kanwer is a passionate individual who thrives on building communities and impacting lives. He designs interventions that guide people into profound self-discovery, allowing them to realize and connect with their true sense of purpose. He believes in building communities around the principles of vulnerability, authenticity and empathy.

Kanwer is the founder and CEO of Ascend Consulting, and the founder of The Jaulian Project. He is a fellow at the Academy for Systems Change and is serving as an Affiliate Advisor at Aberkyn. He is also a member of the Jury of CFA Society of Pakistan for gender inclusion. Earlier in his journey, Kanwer headed people management functions for 18+ years in leading companies around the world.

His personal mission revolves around making a difference in others’ lives and empowering them through professional and emotional growth. Other than his work at Ascend and The Jaulian Project, he is keenly interested in digital platforms and has recently incubated future focused digital programs such as NOMAD and Kamayi.

**Facilitators**

**Peter Senge,** has been at the forefront of organizational learning, leadership development and systems change since his classic text *The Fifth Discipline* in 1990 and has been involved in founding organizations and networks to advance theory, method and practice like the Society for Organizational Learning (SoL), the Academy for Systems Change, and the new Center for Systems Awareness. His work centers on promoting shared understanding of complex issues and shared leadership for healthier human systems and includes major initiatives focused on global food systems, climate change and the future of education.

The Fifth Discipline (over two million copies sold) was recognized by the Financial Times as one of five “most important” management books and by Harvard Business Review as establishing the learning organization as “one of the seminal ideas of the last 75 years.” He is also co-author of three related fieldbooks, Presence and *The Necessary Revolution*. The *Journal of Business Strategy* named him one of the 24 people who had the greatest influence on business strategy in the 20th century and the Schwab Foundation a Global Thought Leader for Social Innovation in 2019.

Affiliations: J-WEL (World Education Lab) and Sloan School of Management, MIT.

**Darcy Winslow** is President, Founder and Faculty of the Academy for Systems Change. Darcy worked at Nike, Inc. for over 20 years holding numerous senior management positions within the business and the Nike Foundation, including creating the Sustainable Business Strategies division in 1999, Senior Advisor to the Nike Foundation and as General Manager for Nike’s Global Women’s Footwear, Apparel and Equipment business. In 2008, Darcy founded DSW Collective, LLC, focusing on the alignment of organizational values and principles with the development and implementation of practical yet aggressive systemic sustainable design strategies. The Collective consists of experienced practitioners in sustainability, business strategy, leadership, facilitation, organizational development, change management, system dynamics, and culture.

**Robert Hanig** is a founding member of the Academy for Systems Change, a founding member of the Society for Organizational Learning ([solonline.org](http://solonline.org)), and the founder of RLH Consulting. He was formerly a Vice President at Arthur D. Little (ADL), where he led the Global Leadership Practice. At ADL, Robert directed both the companies’ public training offerings and in-house programs for clients focused on Leadership Development and Large System Change.

Mr. Hanig has written various articles as well as contributed case studies for books such as *The Dance of Change*. His article in the June, 2005 issue of Harvard Business Review describes his key contribution to First Level Leaders, a global leadership and change initiative at BP. He has consulted with companies throughout North America, Europe, the Caribbean, Africa, Asia, Australia, New Zealand, and the Middle East in areas including leadership, organizational learning and change, collective impact and innovation.

*The Academy for Systems Change is a nonprofit organization founded to advance the field of awareness-based systems change in order to accelerate ecological, social, and economic well-being.*

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