



Dialogic OD Series

Creating Generative Conversations by Leading with Outcomes

Tuesdays and Wednesdays, April 18, 19, 25 and 26, 2023

What if we put agreement on outcomes ahead of solutions? That generative question underpins Leading with Outcomes, a participatory and pattern-based approach to change that integrates strategy and leadership through participation.

Leading with Outcomes works at two levels. First, it can be seen as an engagement model for practitioners of generative change, a collection of well-tested tools and higher-level patterns that assemble to span the Generative Change Model [Bushe] in its entirety, albeit with a deliberately outcome-oriented flavour.

Second, we pay attention not only to the content of conversations and their outputs, but also to their underlying patterns. Making these explicit and understanding them as patterns of strategy-related conversation, we raise each participant's awareness of them in their experience and make them transferrable into their everyday practice.

Leading with Outcomes is based on Agendashift, which in turn integrates a diverse range of tools models sourced from inside and outside the dialogic organisation development community. Key inspirations include Clean Language, Solutions Focus, Lean and Lean Startup, Kanban, and Management Cybernetics.

More important than the tools however are its commitments to participation and to outcomes. Not using outcomes to sell solutions (that approach belongs with the diagnostic paradigm), but outcomes agreed authentically, articulated in the participants' own words, and organised to focus and fuel the innovation process. Furthermore, Leading with Outcomes takes these commitments and relates them to the role and practices of leadership.

On completion of Leading with Outcomes you will be familiar with its patterns and able to apply them both with and without their accompanying tools. You will have ample opportunity to see them in their proper context, to practice them, and to reflect on their application and their underlying meaning.

All 15 hour Courses are \$790.

REGISTER NOW

MIKE BURROWS, BSC



CREATING GENERATIVE CONVERSATIONS BY
LEADING WITH OUTCOMES
15 hours • 2 Tuesday + 2 Wednesday Sessions

15 Hour Live Online Course
12:00 pm-4:00 pm EDT
15 minute break daily

Tuesdays & Wednesdays
in April 2023:

Session 1: Tuesday, April 18
Session 2: Wednesday, April 19
Session 3: Tuesday, April 25
Session 4: Wednesday, April 26

PT: 9:00am-1:00pm
GMT: 5:00pm-9:00pm

Course Agenda

Tuesday, April 18th: Session 1 - A practical and leadership-focused introduction to some key patterns and their application

A practical introduction to two key patterns and their application:

- The IdOO (“I do”) pattern – Ideal, Obstacles, Outcomes
- The “strategy wrapper” pattern – Context, Conversation, Organise the strategy
- Establishing context – Who and what are we dealing with?
- Focusing generative conversations – generative images and other prompts
- Obstacles to outcomes
- Organising outcomes
- An ideation pattern – Meaning before Metric, Measure before Method (2MBM)
- Applications – inside-out and outside-in strategy

Wednesday, April 19th: Session 2 - Thinking more organisationally and following the patterns of session 1, introducing some of our favourite tools and exercises

In the context of high-level strategy and following the patterns of session 1, introducing some of our favourite tools and exercises:

- Celebration-5W, a context-capturing energiser
- Breakthrough, Challenge, Purpose
- Good Obstacle, Bad Obstacle, framing obstacles for productive conversations
- 15-minute FOTO (Lite), the first of two outings of the Clean Language-inspired coaching game
- Plan on a Page

Tuesday, April 25th: Session 3 - Exploration: Prospecting for opportunities

Resisting the urge to sell or diagnose, identifying where there is appetite and opportunity for change:

- A generative assessment tool and its dialogic survey debrief
- Prioritising areas of opportunity
- Why is that important? Introducing Challenge Mapping
- 15-minute FOTO (Classic), a second outing for our Clean

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Interested in Certification?

Learn more about Level I and Level II certification as a Dialogic OD Professional [here](#).

Mike Burrows, BSc is the founder of Agendashift and co-founder of the Agendashift Academy. He has been an Executive Director and Global Development Manager for a leading investment bank, CTO for a late-stage startup, and Delivery Manager on an interim basis for two of the UK government's digital service 'exemplars'. He is well known in the Lean-Agile community as a pioneer and champion of participatory and outcome-oriented approaches to strategy, change, and transformation. He holds a BSc. (hons) first class in Mathematics from Imperial College, London, graduating in 1987. He is a member of Systems and Complexity in Organisation (SCiO) and has worked in collaboration with its chair Patrick Hoverstadt on strategy-related and organisation-related initiatives for the Agile Business Consortium. In 2021 he facilitated a shortened version of Leading with Outcomes as a guest instructor for an executive MBA program run jointly by the universities of Westminster and Salzburg.

Language-inspired coaching game

- Different hats: client, coach, host
- Full circle: Write your own prompt (or improve one of ours)

Wednesday, April 26th: Session 4 - Right to Left: Working backwards from moments of impact and learning

Sustaining the innovation process by maintaining a focus on outcomes:

- Mapping – organising visually an Agenda for Change
- Ideation revisited: Hypotheses big and small
- Developing an experiment with A3
- Focussing everyday feedback opportunities on impact
- Focussing longer-cadence feedback opportunities on learning
- Feedback and organisation

Contact Us

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