

THE PULSE RATE

MARCH 2008

AN ISSUE OF CHANGE

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At PULSE we are re-ordering our universe to ensure a sustainable and supportable future providing PULSE Practitioners with effective teaching materials that remain current and relevant. As I assemble the first newsletter in many months, I turn naturally to change.

We are refocusing our business on production. I have spent my time reading, thinking, editing and work-shopping new materials, including the PULSE video and book, which are both now available to trainers. These new materials improve the effectiveness of our teaching programs,

and the efficiency. We know now that even in three days you can effectively convey the intent and skills of the PULSE Frame for conversations.

Read on to learn more from Dr. Love's thoughts on effective leadership response to mandated change ("Managing Mandated Change"), and Margaret Wheatley on disorder and quantum physics ("A Source of Order"). There is hope: as Wheatley says, "Growth is found in disequilibrium, not in balance."

~Marjorie Munroe
Editor

Visit our website at pulseinstitute.com and fill in our survey

ANNOUNCEMENTS

- The PULSE training video is now available.
- We have launched Nancy Love's new book. See the back page for details.
- We are moving! See Contact.

1.888.882.8804

ORGANIZATIONAL EFFECTIVENESS

More than ever, organizations today are seeking more sustainable organizational effectiveness as a means to improving productivity and ultimately bottom line financial performance and profitability. By empowering people

with the skills to resolve their own differences, PULSE conversations are the leverage point for:

- Better working relationships
- Higher levels of satisfaction

- Improved employee retention
- Increased productivity, and
- More profit.

~Terry Tudor

Change is in all things sweet. ~ Aristotle

MANAGING MANDATED CHANGE

As part of my dissertation process, I studied organization leaders and their management of mandated change. This research yielded the discovery of the PULSE Frame. Successful organizational leaders influence out-

1. Control over the past circumstance,
2. Priority or present significance, and
3. Clarity of future expectations.

When using the “accountability” conversation, perceptions are negotiated based on the consequences of not changing, again, based on three scales:

1. Impact of consequences in the past,
2. Approval and its significance in the present and
3. Risk of consequences in the future.

The type of conversation employed by leaders is the key differentiating factor influencing followers.

Change perceived as successful by followers influences how skillfully leaders generate positive perceptions along both sets of scales. Because leaders impact followers vicariously through their communications, how leaders conduct their *conversations* becomes critical to how they carry out their work of being a leader. This notion of Vi-

carious Responsibility contributes to our understanding of the significance of conversation at all levels of leadership. Well structured conversations, in mediation or through leadership, contribute to enhanced relationships that ultimately improve the quality of organizations. Productivity and performance issues may then be skillfully addressed through the negotiation of perceptions based on the past, present, and future scales.

As mediators, we are well aware of the “aha” moments where parties gain awareness of the other’s perspective. This study of leaders revealed that they, much like mediators, structure their conversations to consider circumstances from the past, significance in the present, and expectations for the future. This finding generated further insight for me about leadership, mediation and conversations.

Conversations in successful organizations are simi-

larly structured to mediated conversations. Thus, successful leaders actually navigate difficult conversations in a way that prevents the need for further intervention, i.e. mediation.

Whether you are a leader or a mediator, embracing a well-structured and purposeful approach, demonstrating an appreciative stance and intentional dialogue, effectively facilitates the movement of followers or participants from the past, through the present, to a hopeful future. The framework of the PULSE Conversation was a discovery yielded by this dissertation research. PULSE: Prepare, Uncover, Learn, Search and Explain. Prepare for the conversations by setting the purpose, protocol and process; Uncover the circumstances from the past; Learn the significance in the present; Search possibilities for the future and Explain a plan of action for moving forward.

~Dr. Nancy Love



“The type of conversation employed by leaders is the key differentiating factor influencing followers.”

comes through negotiated perceptions using two types of conversations.

The first conversation leads to acceptance of responsibility while the second leads to compliance based on accountability. Leaders using the “responsibility” conversation negotiate perceptions of change on three scales.

Change alone is unchanging. ~ Heraclitus

A SOURCE OF ORDER

“There are no recipes or formulae...There is only what we create through our engagement with others and with events.”

Margaret Wheatley

As I think about how change has affected me over the past few months, and those around me, I have turned to Margaret Wheatley to aid my understanding. In *Leadership and the New Science*, Wheatley provides a provocative case for the necessity and inevitableness of disorder.

I admit that there have been times when I have said “This is chaos. What is it leading to?” Wheatley turns to the study of quantum physics to assure us that “fluctuations are the primary source of creativity” and that “disorder can

be a source of order.” More importantly, she contends that the ensuing order is based on a ballet of relationships rather than on a particular formula.

There is comfort in apparent chaos. And I say “apparent” because in fact change appears as chaos to some of us only because we are unsure how it will play out: what its eventual impact will be. Letting go of our assumptions around our relationships facilitates a greater understanding of the chaos and the progress of change.

I am confident now

that, as Wheatley says, “it is real energy that can only come into existence through relationships” and that it is these relationships that ensure the long-term success of an organization, and pilot it effectively through change.

For further exploration:

Margaret Wheatley

www.margaretwheatley.com
www.berkana.org
It’s About Time (DVD)
Leadership and the New Science: Discovering Order in a Chaotic World, Third Edition.

~ Marjorie Munroe

The world hates change, yet it is the only thing that has brought progress. ~ Charles F. Kettering



Train the Trainer

PULSE is pleased to offer to practitioners who have taken the basic PULSE 40 hour Mediation Certification training, the opportunity to become a Certified PULSE Professional licensed trainer.

March 11- 14, Calgary AB
 April 14-17, San Diego CA
1.888.882.8804



**WE ARE ON THE WEB!
WWW.PULSEINSTITUTE.COM**

**We move March
2008. Phone numbers
remain the same.**

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The PULSE Institute, through professional training, coaching and mediation services, offers the means to improve workplace communication and managerial effectiveness. At PULSE we value Responsiveness, Integrity, Inclusiveness, Flexibility, Creativity, and Accountability in all training, coaching and mediation services.



A G E N T S F O R C O L L A B O R A T I V E F U T U R E S

When you've finished changing, you've finished. ~ Benjamin Franklin

CONFERENCES

Conflict Resolution Network Interaction2008

May 7-9, 2008, Ottawa
www.crnetwork.ca/
conference/

Steve Critchley will present a paper on a model for cross-cultural communication.

International Enneagram

August 1-3, 2008, Atlanta
www.internationalenneagram.org/conferences

Dr. Nancy Love will present a paper on the PULSE Enneagram.

LAUNCHING A BOOK— PULSE: CONVERSATIONS FOR CHANGE

**PULSE IS VERY
HAPPY TO ANNOUNCE
THE LAUNCH OF
PULSE CONVERSATIONS
FOR CHANGE,
NANCY'S NEW BOOK.**

In August I spent two wonderful weeks hosting a Train-the-Trainer event in the Rocky Mountains. Over those two weeks twenty people joined me to consider the PULSE conversation frame, its simple beauty and its complex strength and as we thought together in rich dialogue,

deeply listening and thinking even more deeply, the deliberate action, the logical next step emerged. Write the book...and so I did.

~ Dr. Nancy Love

To order

***PULSE Conversations
for Change***

*by Dr. Nancy Love,
please call:
1 888 882 8804*

*\$14.95 + GST,
shipping and handling*