

A?

vision is the art of
seeing what others see
and thinking what
others don't

Albert Einstein

what is the power and potential of visual and virtual processes and practices for enhancing persuasive communication, collaboration, co-creativity, innovation and entrepreneurship practices?

Pioneering Visual and Virtual Practices for Collaboration

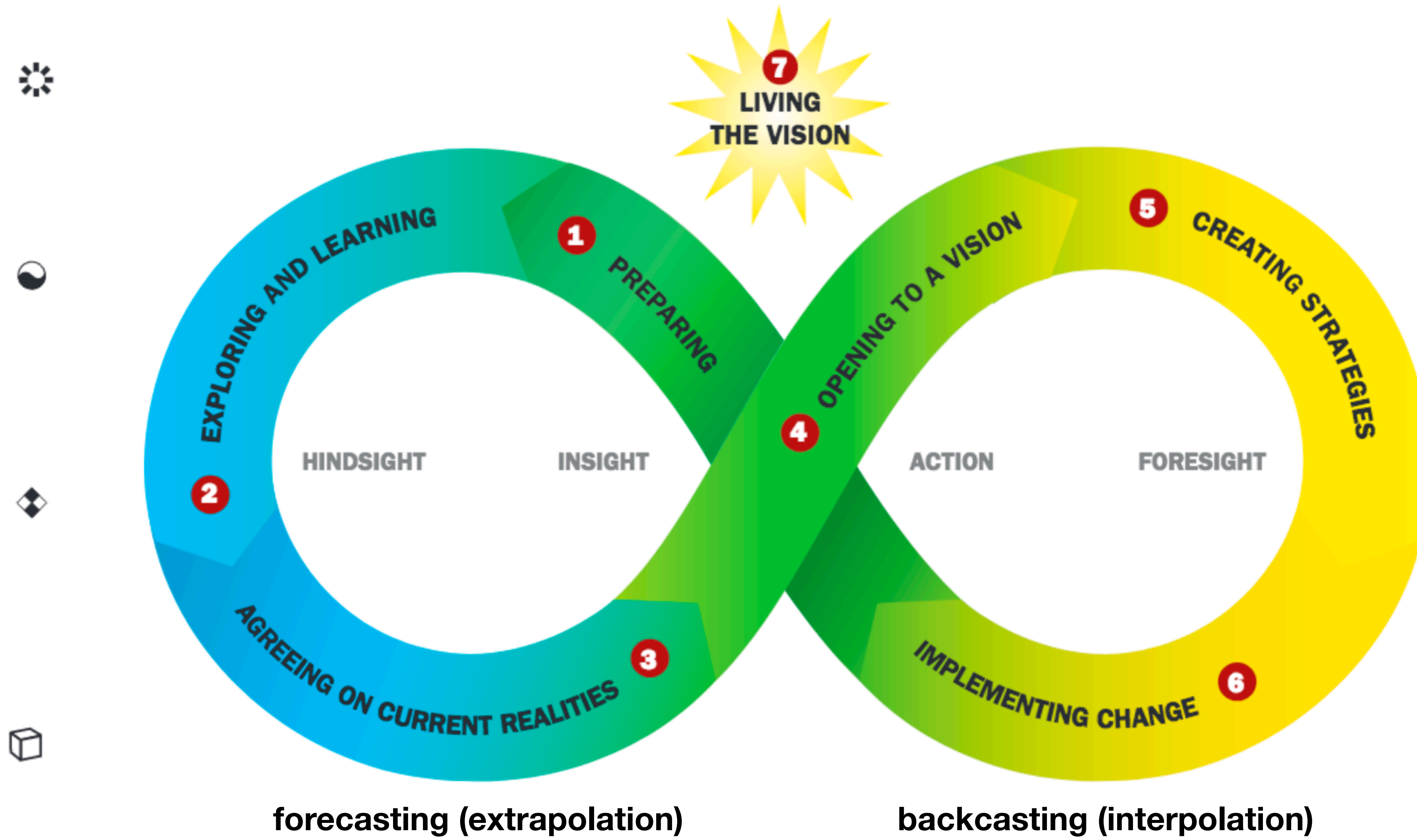
visualisation, simulation and prototyping are the key to individual and collective stakeholder insight and foresight and have the power and potential to revolutionise strategic thinking and planning processes in media and design.

The majority of our in PRESENT actions are guided by our (individual and collective) interpretation of the PAST as well as our anticipation of ref.: external forces, as well as our aspiration i.e. internal forces for the FUTURE

Leadership and Management
vision / inspiration + control / organisation

not everything that counts can be counted and not everything that be counted counts
Albert Einstein

The Grove's Strategic Visioning™ Model



PAST

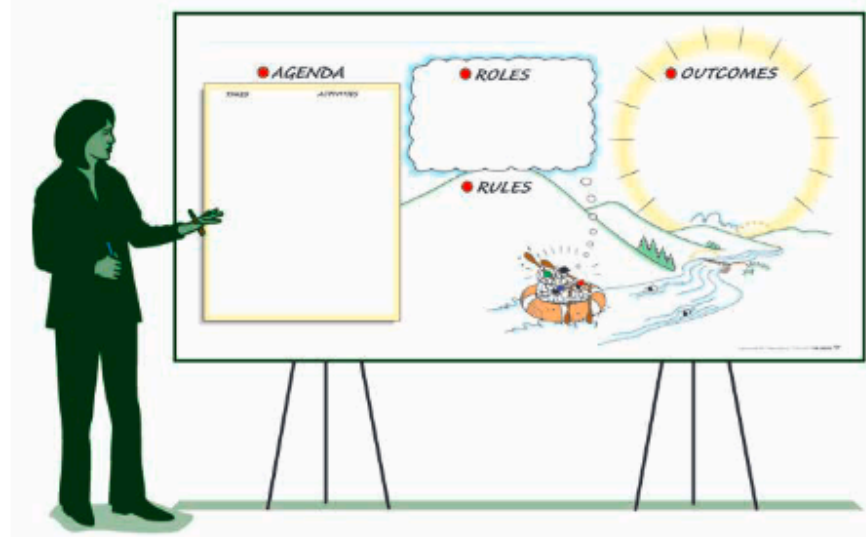
PRESENT

FUTURE

Strategic Visioning

STAGE 1: Preparing for the Journey

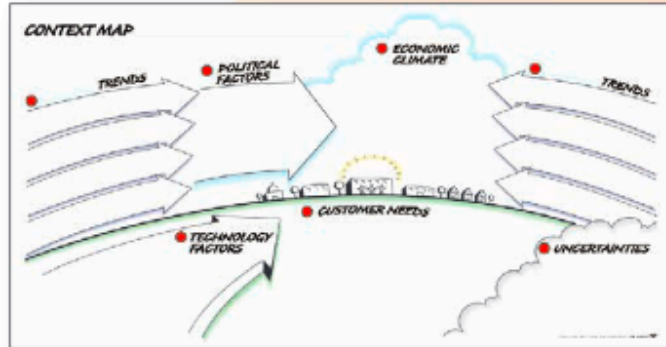
MEETING STARTUP



Our consultants will help customize a Strategic Visioning Process for your group. The Meeting Startup templates provide the outcomes, agenda, roles and rules for the journey.

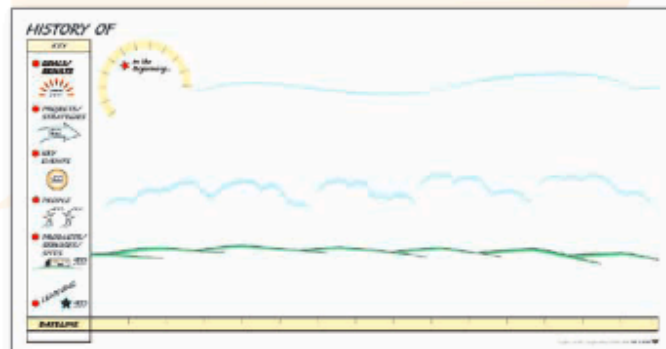
STAGE 2: Exploring and Learning

CONTEXT MAP



Moving into the present, we create a snapshot of the current environment and help a group understand the factors, trends and forces impacting the organization.

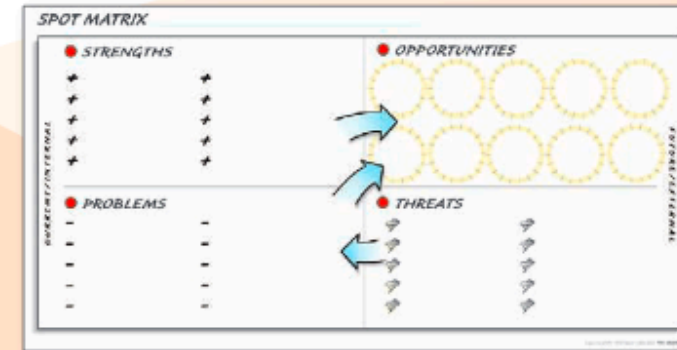
GRAPHIC HISTORY



We begin by drawing out a group's past, tracking where the organization has been in order to define where it is headed. It is an excellent way to bring a team together.

STAGE 3: Agreeing on Current Realities

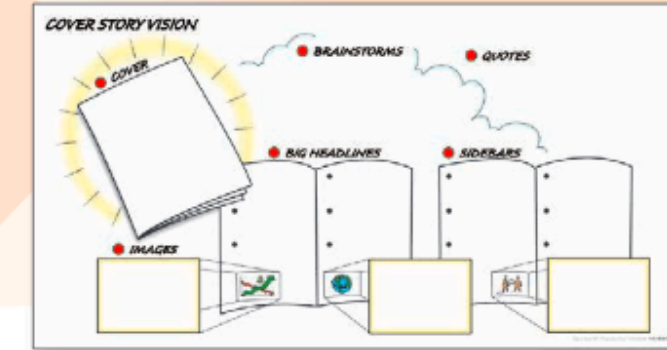
SPOT MATRIX



To make the case for change, we survey the organization's strengths and problems in relation to the major opportunities and threats it faces.

STAGE 4: Opening to a Vision

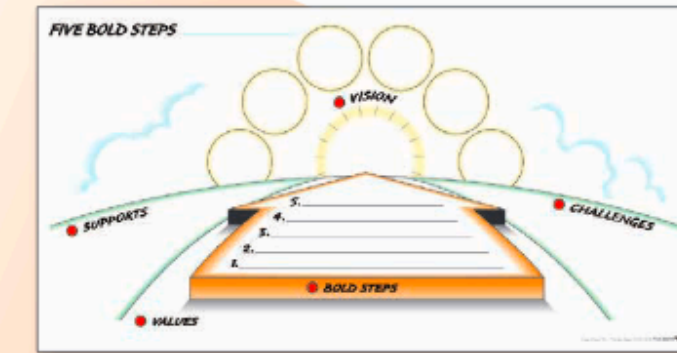
COVER STORY VISION



We help cultivate opportunities by first looking at the past, present and future, and then engaging the group in developing its own vision.

STAGE 5: Creating Strategies

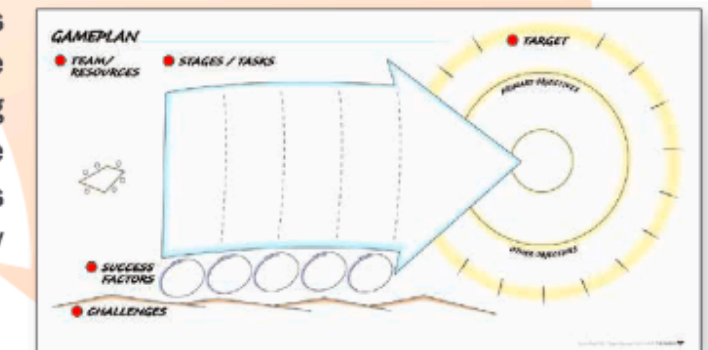
FIVE BOLD STEPS VISION



We focus the vision by clustering the themes found in the Cover Story. Commitment to the vision begins by identifying the key strategies that the group sees as necessary to realize it.

STAGE 6: Implementing Change

GRAPHIC GAMEPLAN

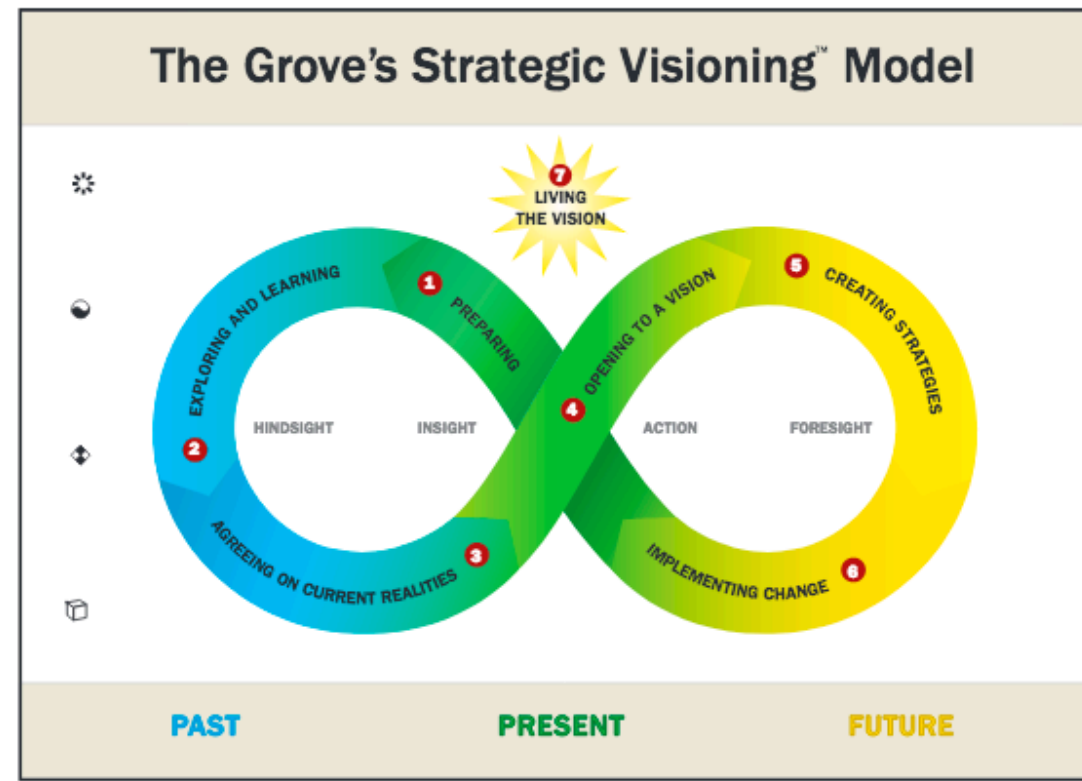


As strategies and goals become more clear, we guide you in developing action plans. This stage helps clarify what needs to be accomplished, by whom and when.

STAGE 7: Living Your Vision in Action

GROVE STORYMAP®

Synthesize your visioning and strategy work into a Grove Storymap. These "big-picture" maps get your employees and other stakeholders on the same page and mobilized for action. For more information about Grove Storymaps, visit our website, www.thegrove.com, and look through our case studies.



Create a powerful vision and strategy with these basic moves through The Grove's Strategic Visioning Process.

VISUAL LEADERS

NEW TOOLS FOR
VISIONING, MANAGEMENT,
& ORGANIZATION CHANGE



THE GROVE

CONSULTANTS INTERNATIONAL

Video Library

Organization Change



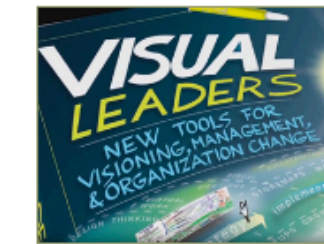
Scott Miller Interviews David Sibbet & Gisela Wendling



Demo of the Context Map Graphic Guide



Storymapping with HealthEast

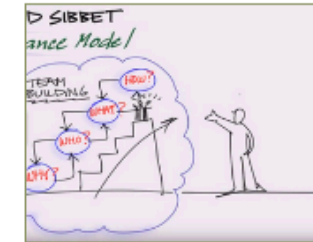


Visual Leaders Book with David Sibbet



Agenda Planning with David Sibbet

Team Development



Team Performance Skethtalk



Overview of the Team Performance System

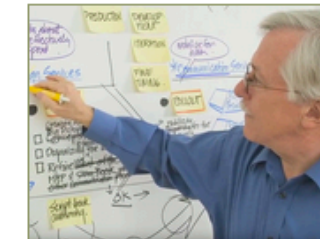


Team Performance with Laurie Durnell

Meeting Facilitation and Graphic Recording



Four Flows of Facilitation Skethtalk with David Sibbet



The Grove with David Sibbet



The Grove: Flipcharting - Lettering Basics



Visual Meetings Workshop - 2012



Graphic Facilitation with Tomi Nagai-Rothe

Graphic Recording Movies



Kaiser Permanente, ALL PHASE Initiative



Education Elements



SF Education Fund

Grove at TED/TEDx



The Grove's Rachel Smith, Drawing in Class - TEDx UFM



The Grove at TED2008



David Sibbet—TEDx SFO



Visual Leaders Book with
David Sibbet

https://www.youtube.com/watch?v=LOYhdDXPVds&feature=emb_logo

<https://www.youtube.com/watch?v=2a-CVGbUUjQ>

https://www.youtube.com/watch?v=-TilCPrldd4&feature=emb_logo

https://www.youtube.com/watch?v=WA3VkPHp2z0&feature=emb_logo

https://www.youtube.com/watch?v=xnom6JFF3j4&feature=emb_logo

https://www.youtube.com/watch?v=kc4bP-7qUic&feature=emb_logo

[**https://www.thegrove.com/videoLibrary.php**](https://www.thegrove.com/videoLibrary.php)

VISUAL

CONSULTING


DESIGNING & LEADING CHANGE



DAVID
SIBBET &
GISELA
WENDLING PHD

VISUAL TEAMS

GRAPHIC TOOLS FOR
COMMITMENT,
INNOVATION, &
HIGH PERFORMANCE




CREATE

I'M READY TO LOG IN,
ARE YOU THERE?



SUSTAIN



DAVID
SIBBET

Appendix

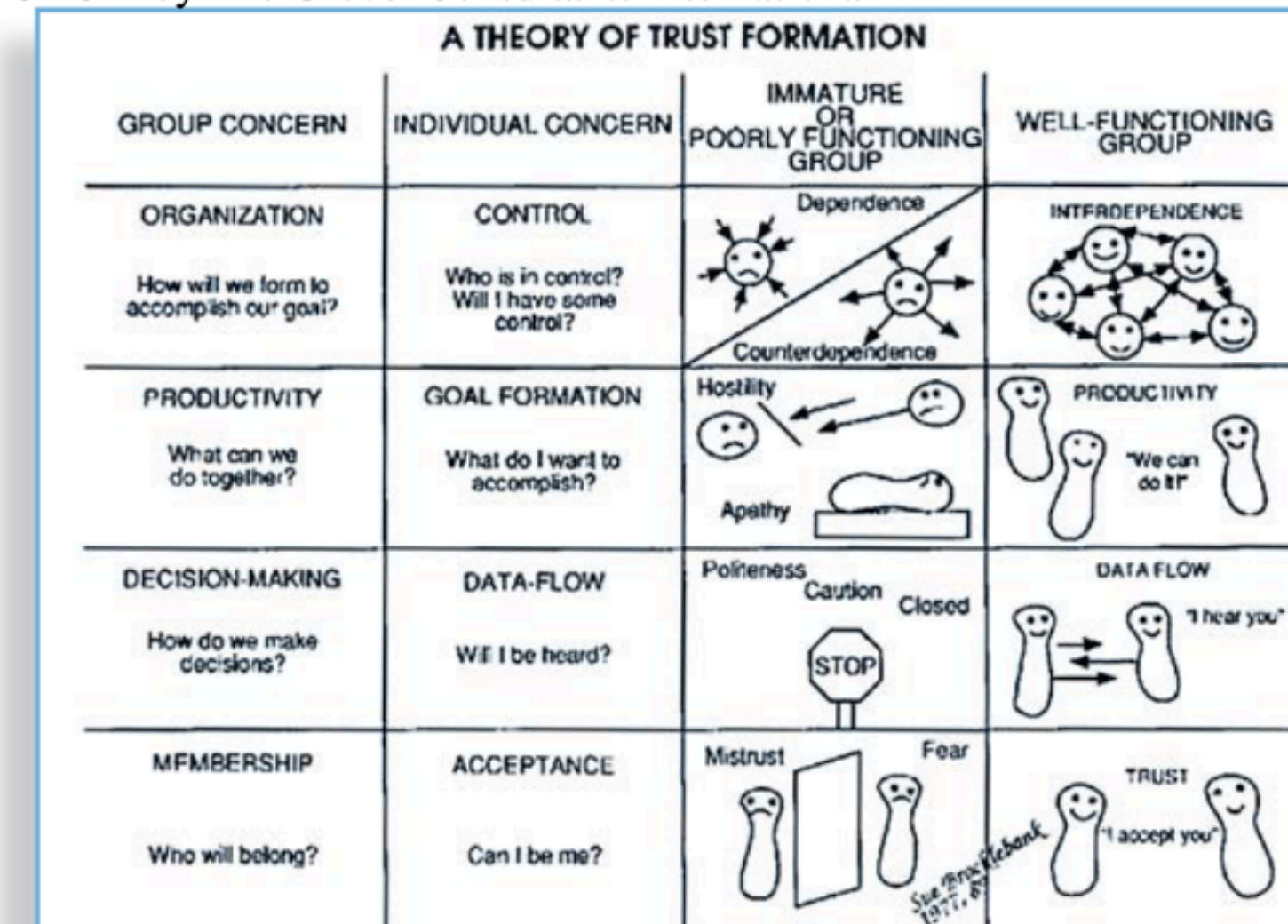
Jack R. Gibb's Original Research

Jack R. Gibb is one of the pioneers of applied behavior science, publishing research on groups, control, and trust that influenced many in the field, and was an inspiration to Allan Drexler. Jack Gibb's distinguished career as a psychologist and consultant spanned five decades. He was a pioneer in humanistic psychology, and the originator of Trust Level theory (TORI Process for Trust, Openness, Realization and Interdependence). Often called the grandfather of organizational development, he applied TORI theory to all forms of organizations, from corporations and governments to schools, churches, and hospitals. He was the original proponent of the importance of trust in team dynamics and organizational behavior, and of the effect of trust on creativity.

Gibb was an early innovator at the National Training Laboratories (NTL) in Bethel, Maine, where behavioral scientists performed the pioneering work in team dynamics, communication, sensitivity training, and leadership training in the 1940s and 1950s. Jack was one of the first and most highly regarded T-Group (training group) leaders at NTL, and served as Director of Research. His seminal book is *Trust: A New Vision of Human Relationships for Business, Education, Family, and Personal Living*.

Jack consulted for IBM, AT&T, General Motors, Dow, DuPont, the State Department, the IRS, TVA, YMCA, and the National Council of Churches. He held a doctorate in psychology from Stanford and has taught at Brigham Young, Michigan State, and the University of Colorado, where he also directed the Group Process Laboratory. He is past president of the Association for Humanistic Psychology, a diplomat of the American Board of Professional Psychology, and a fellow of the APA, ASA, the NTL Institute for Applied Behavioral Sciences, and of the International Association of Applied Social Sciences. He contributed chapters to 26 professional books on management, organizational development, group dynamics, human potential, communication, and education, and over 350 articles to professional journals on those subjects and on learning theory, therapy, and counseling. His classic article, "Defensive Communication," written in 1960, continues to be the standard in the field. His work focused on formulating a new vision of a more trusting world.



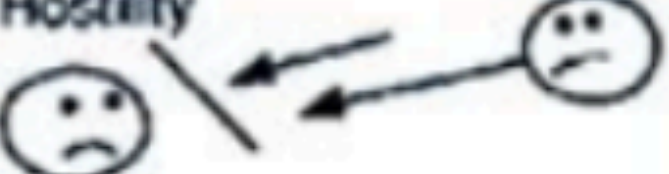






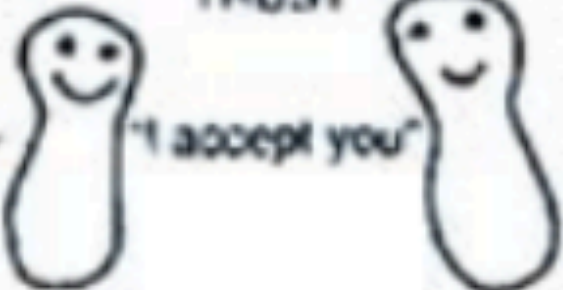
In Gibb's scheme, trust concerns remain throughout the life of a team. They cannot be completely resolved. The concerns are highly interdependent; success in dealing with one set of issues clearly affects the ability to deal with others. For example, when a team has not resolved basic membership issues, it can hardly have the kind of free flow of data that supports good decision making. In theory, the four primary categories of concerns are neat abstractions; in real life, they are messy and do not come compartmentalized, arranged in a fixed hierarchy or sequence.

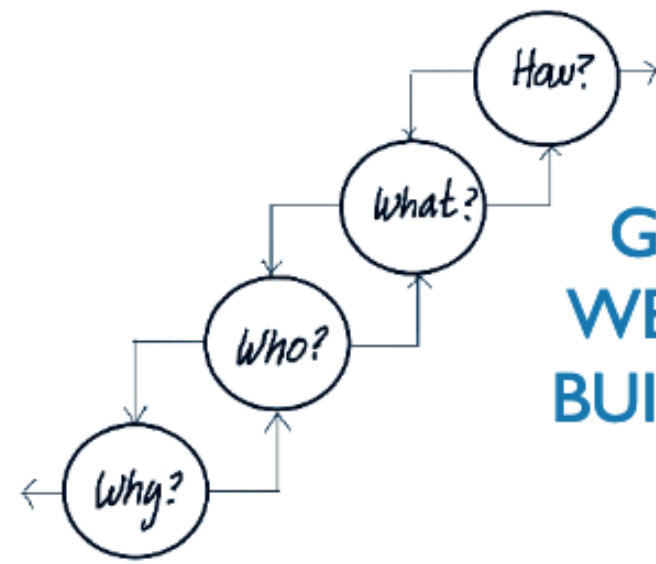


TORI PROCESS

Jack Gibb illustrated his TORI Process with this graphic depiction of the stages of trust formation. It plumbs some of the psychology under the early stages of the TPM.

A THEORY OF TRUST FORMATION

GROUP CONCERN	INDIVIDUAL CONCERN	IMMATURE OR POORLY FUNCTIONING GROUP	WELL-FUNCTIONING GROUP
<p>ORGANIZATION</p> <p>How will we form to accomplish our goal?</p>	<p>CONTROL</p> <p>Who is in control? Will I have some control?</p>	<p>Dependence</p>  <p>Counterdependence</p>	<p>INTERDEPENDENCE</p> 
<p>PRODUCTIVITY</p> <p>What can we do together?</p>	<p>GOAL FORMATION</p> <p>What do I want to accomplish?</p>	<p>Hostility</p>  <p>Apathy</p> 	<p>PRODUCTIVITY</p> 
<p>DECISION-MAKING</p> <p>How do we make decisions?</p>	<p>DATA-FLOW</p> <p>Will I be heard?</p>	<p>Politeness Caution Closed</p> 	<p>DATA FLOW</p> 
<p>MEMBERSHIP</p> <p>Who will belong?</p>	<p>ACCEPTANCE</p> <p>Can I be me?</p>	<p>Mistrust</p>  <p>Fear</p>  <p><small>Sue Brainer Kern, 1977, et.</small></p>	<p>TRUST</p> 



GIBB, DREXLER, WEISBORD TEAM BUILDING MODEL

Jack Gibb studied a large number of groups and discovered that people bring the following four basic concerns to all social interactions: These form the underpinnings of his TORI Process and the team model described here.

- **Acceptance concern**, which is related to the formation of trust, the acceptance of oneself and others, a decrease in anxiety, and an increase in confidence (this concern in part involves membership and degrees of membership on a team).
- **Data concerns** about the flow of perceptions, feelings, and ideas through the team and the individual, and the social system for expressing them.
- **Goal formation concern**—the process of team goal setting, problem solving, and decision making—and the integration of the intrinsic motivations of individuals (goal setting in part involves productivity, having fun, creating, learning, and growing).
- **Control concern** for mechanisms by which activities are regulated, coordinated, and put into a useful sequence.

Arthur M. Young and the Theory of Process

Arthur M. Young received a degree in mathematics from Princeton in 1927 and studied relativity and quantum mechanics with Oswald Veblen. Young set out in the early 1930s to develop a unified theory of how universal systems relate to each other; caught up in the general efforts of the early twentieth century to describe a unified field theory integrating the major findings of science. In the process he spent a good number of years in the 1930s and 1940s grounding his thinking in the practical process of inventing and developing the world's first commercially licensed helicopter, the Bell 47.

He emerged from his work with Bell and parallel research believing that the unity of things cannot be found by examining forms and structures and deterministic rules, but by appreciating the nature of process—the actions of the photon and fundamental particles upon which all else is based. He came to see that all process in the universe is playing out a creative tension between freedom and constraint, between the potential of the photons of light and the constraints of cause and effect at the molecular level. When matter finds the combinatorial rules at the molecular level, it can then turn back toward freedom through the evolved structures of plants, animals, and humans.

The Theory of Process presents an integrated set of tools for understanding the evolution of life and consciousness in many fields of study. Students have applied the theory effectively in everything from the healing arts to international relations. Young evolved his theory of process by working deductively from basic principles and testing his ideas against both scientific fact and accepted theories over a period of 30 years. He was able to show that the process of nature is more fundamental than the structures it forms. He identified seven distinct phases of process that express themselves throughout seven kingdoms in nature.

In practice, Young's ideas are clear and sensible, once you appreciate how to bring the role of purpose back into the scientific method. The fourfold aspects of nature and the seven-stage arc pattern, key elements in the theory, turn up not only in mathematics, quantum physics, chemistry, and biology, but also in philosophy and religion. The following brief outline can only begin to touch on the richness of Young's ideas. It is included here as an invitation to further study of Young's books, publications, and videos. See a very complete website at www.arthuryoung.com for links to further resources.

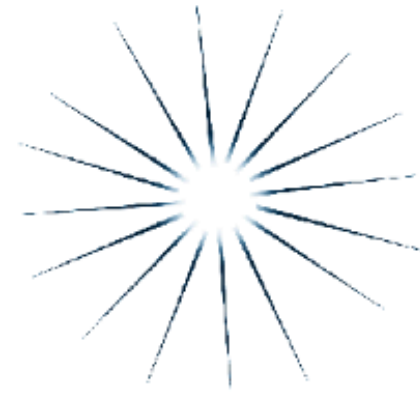
The Photon as a Universal Quantum of Action: Perhaps Young's most profound insight was that physicists had found, but not yet fully acknowledged, an active agent that continuously sets process into motion in the universe. This is the photon, a quantum (unit) of light holding in its spin an infinite



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capacity to store energy. A photon's energy varies in direct proportion to its frequency. It took one of the twentieth century's most famous physicists, Max Planck, to discover that photons in nature always package their energy in units, or "quanta" of action, of constant invariant size. Planck's constant also happens to be exactly the same size as the minimum uncertainty in Werner Heisenberg's uncertainty principle, suggesting that it is equivalent to a quantum of uncertainty. Young reasoned that since photons come in whole units, and are basic and "prior to" force, time, space, and matter in the universe, the photon fits the definition of what philosophers would call "first cause." He correlated it with conscious action and human decision, both of which also come in wholes. He also knew that photons are intimately associated with all molecular and chemical activity, and provide an access point for will to effect matter. So what appears to be uncertainty to a scientist looking outside in, can be interpreted from the inside out as freedom to act for the photon, and freedom to act on purpose for humans. Young concluded that all process in the universe is set in motion by purposive action. Light, as a radiant point source, becomes an icon for the monad of consciousness.



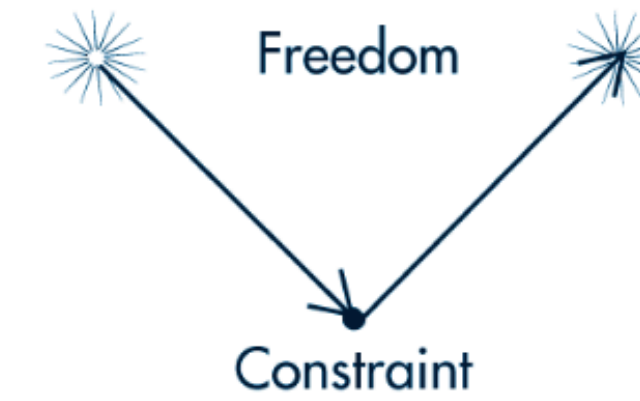
Universe as a Learning Process: From this starting point, Young then reasoned that the universe is fundamentally a dynamic learning process—a forward thrust due to time being irreversible. Process moves "toward a transcendent goal" in the sense that evolution demonstrates both direction and the property of continued transcendence of constraints. But first, a system of cause and effect must be created from what is initially present, namely light, with its potential and freedom. These are sacrificed to obtain the determinate means that make experience and learning possible. In the findings of physicists, it is possible to trace the path by which light (the photon) transforms into matter by a gradual investment of its freedom (or uncertainty). It first becomes mass and force by creating protons and electrons, then confines its energy within the atom, and finally combines atoms into molecules, materializing as the physical world we experience. In becoming force and then atom and then molecule, the photon learns firsthand the constraints of matter and the laws of cause and effect. But this "descent" is not the end of process; rather it is a preparation for learning-through-becoming, and using what has been learned to ascend back to freedom. In doing so the photon (or "monad" as Young liked to call it) develops the complexity and understanding embodied in the more evolved forms of plants, animals, and humans.

Fourfold Reality: The theory of process shows how the four basic entities of physical science just

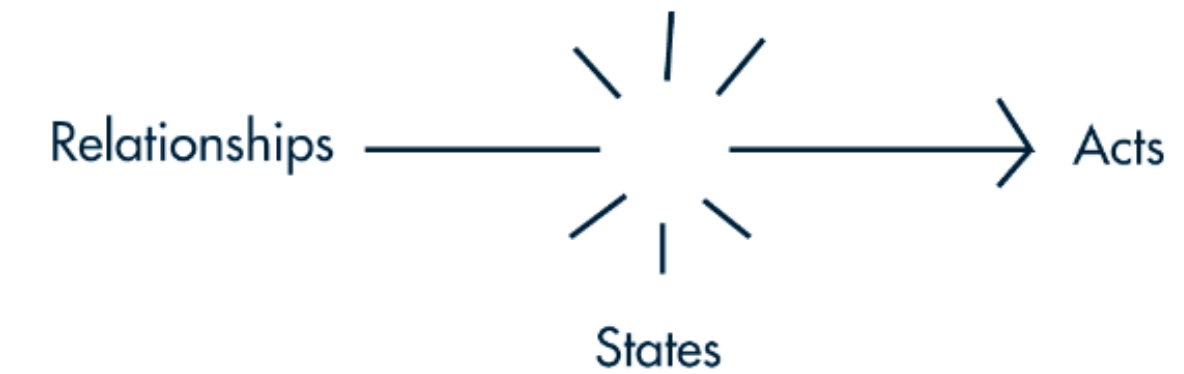
THE OPERATORS IN THE THEORY OF PROCESS

Young used geometry to illustrate basic distinctions. These are three of the foundation operators.

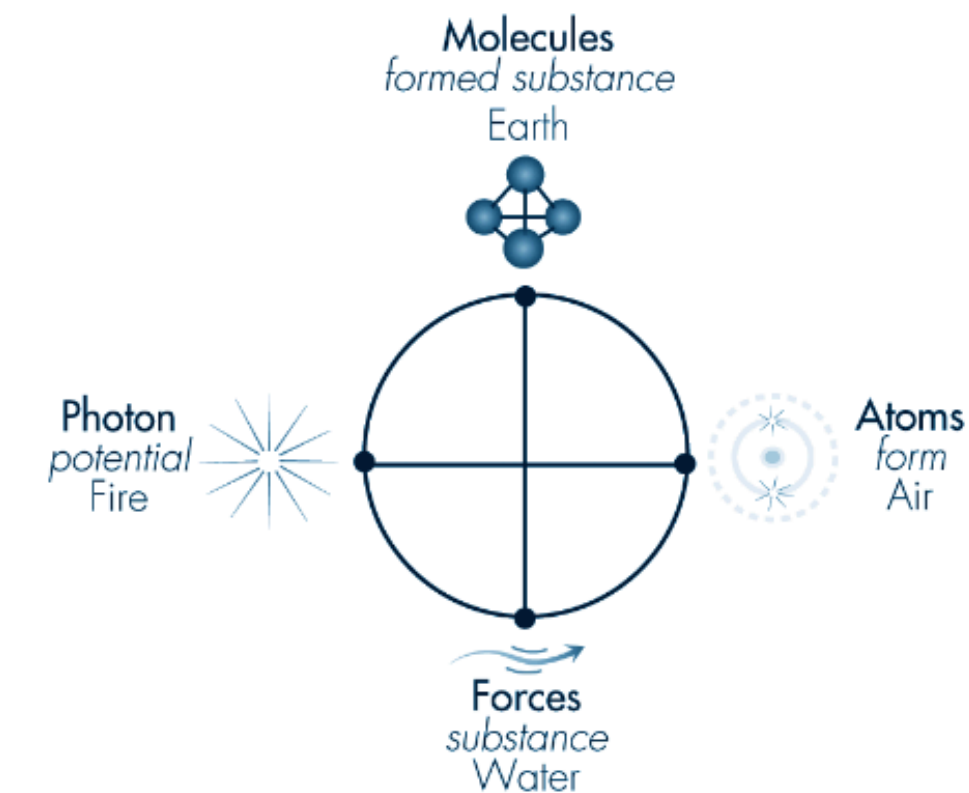
Twofold Operator



Threefold Operator



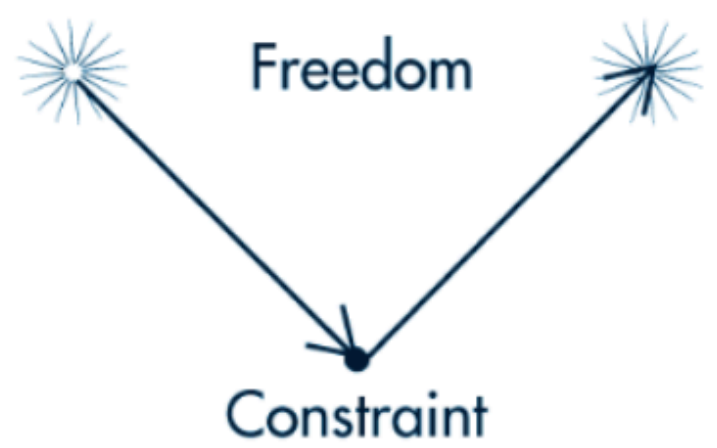
Fourfold Operator



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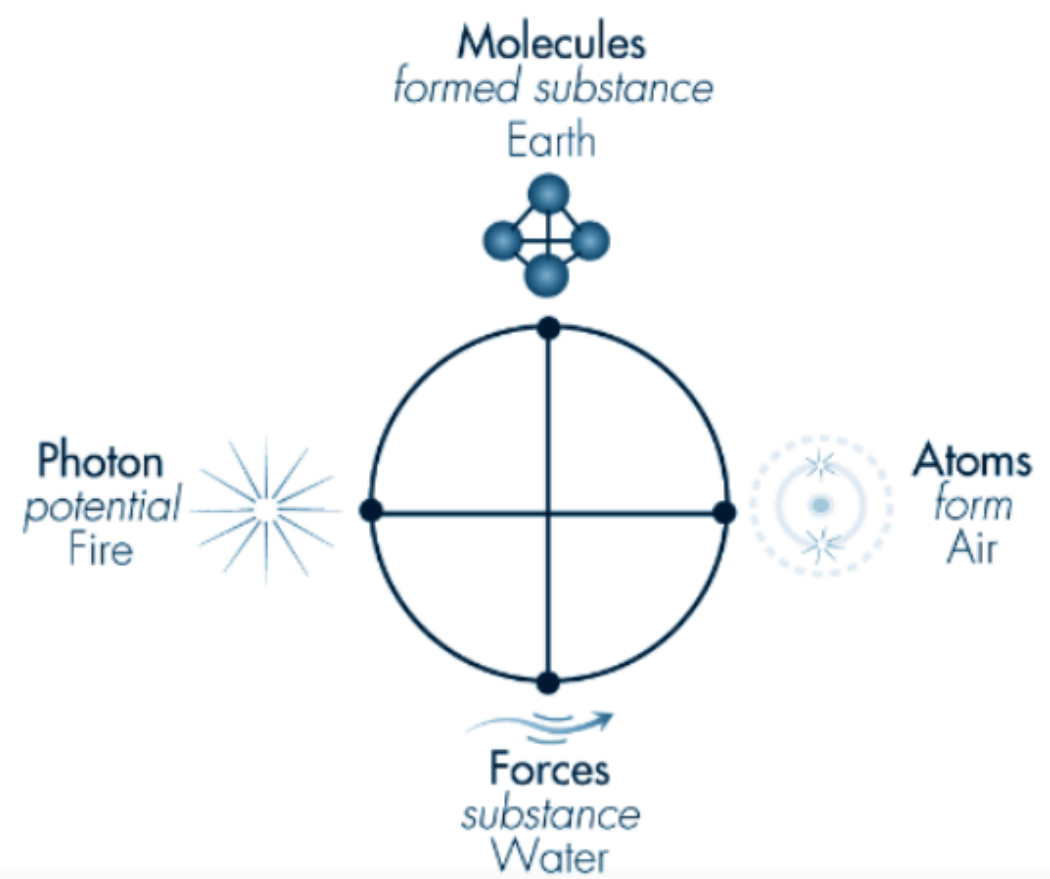
Twofold Operator



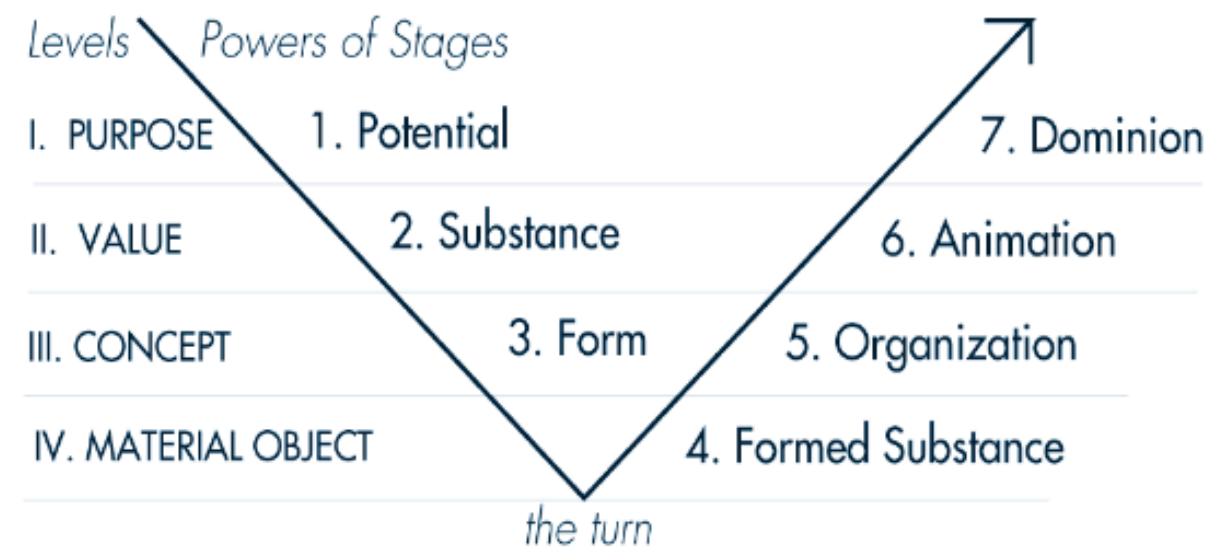
Threefold Operator



Fourfold Operator



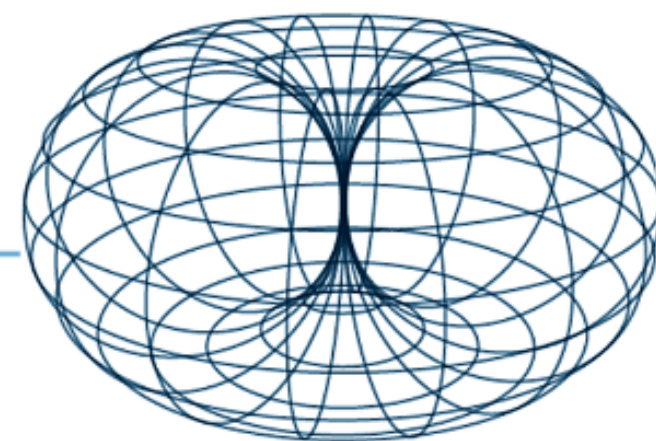
THE SEVEN-STAGE ARC OF PROCESS



PRINCIPLES IN THE ARC

- The universe is a process put in motion by purpose.
- The development of process occurs in stages, seven in all.
- Each stage develops a new power, retaining powers learned from prior stages.
- Powers evolve sequentially—in the natural world as kingdoms and substages.
- Early stages take on constraints until the “turn”; later stages regain freedom.
- Levels of constraint are the same on both sides of the arc.
- Stages of process alternate between innovation and recapitulation.

THE TORUS PATTERN



described—the photon, forces, atoms, and molecules—are an important expression of the ancient fourfold—fire, water, air, and earth. These are aspects of reality that Young illustrated as angular directions on a circle. He identified the general qualities reflected in this fourfold and correlated examples across many fields of study. The four causes of Aristotle are an example—final cause (intent), material cause (substance), formal cause (plans), and efficient cause (fabricated work). The four modalities of perception and judgment by Carl Jung—intuition, feeling, thinking, and sensing—are another.

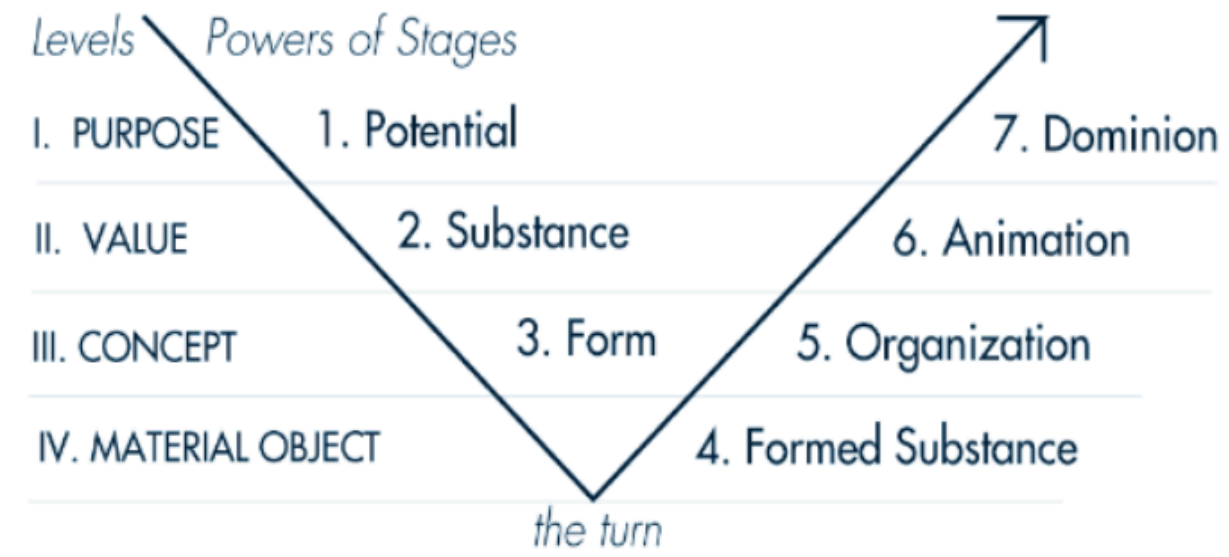
Seven-Stage Arc of Process: Young called the point when process has fully manifested in molecular form, “the turn.” Even though process is now constrained by three dimensions, it still retains some freedom of action (in molecules, through the emission and absorption of photons within molecular bonds) and can ascend back to freedom through new levels of organization as it learns to apply the rules. Illustrating the descent and ascent pattern across the fourfold displayed as levels, rather than angular relations, Young creates a seven-stage pattern he called the “arc.” He saw it describing the evolutionary stages of the kingdoms of nature, a reflexive universe. He also saw it applying, at a general, paradigmatic level, to any process, including ancient myths of origin around the world.

The Torus: The arc illustration shows how process folds back on itself reflexively as it learns the rules of nature. This movement, in three-dimensional space, is illustrated by the donut shape—what mathematicians call the torus. A torus form allows the center and periphery of a system to be completely connected. Young concluded that all substances in nature solve the problem of achieving dynamic equilibrium between inert and chaotic states with this vortex pattern. This includes magnetic fields, water, air, and human energy fields. He also developed a formal mathematical argument about why seven distinctions are necessary to fully describe toroidal patterns where only four are needed to describe spherical shapes.

David Sibbet joined Young’s study group in 1976 and worked for seven years applying these very general theories to Group Graphics and teams. The patterns Young articulated confirmed Gibb’s field-based research, and provided Drexler and Sibbet a pattern for the sustaining stages of team development. It also helped them understand why the formative steps are so important and persistent throughout a team’s life. Young’s notion that freedom can be regained by mastering the initial constraints provides a conceptual template for understanding the conditions necessary for high performance.

For a complete explication of these ideas see *The Reflexive Universe* and *Geometry of Meaning* in the bibliography, or search www.arthuryoung.com.

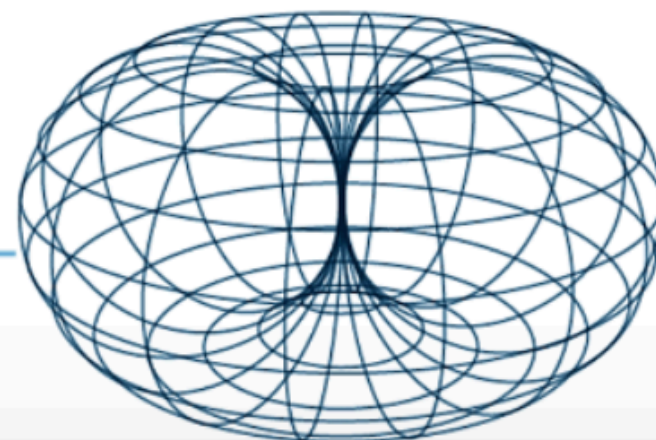
THE SEVEN-STAGE ARC OF PROCESS



PRINCIPLES IN THE ARC

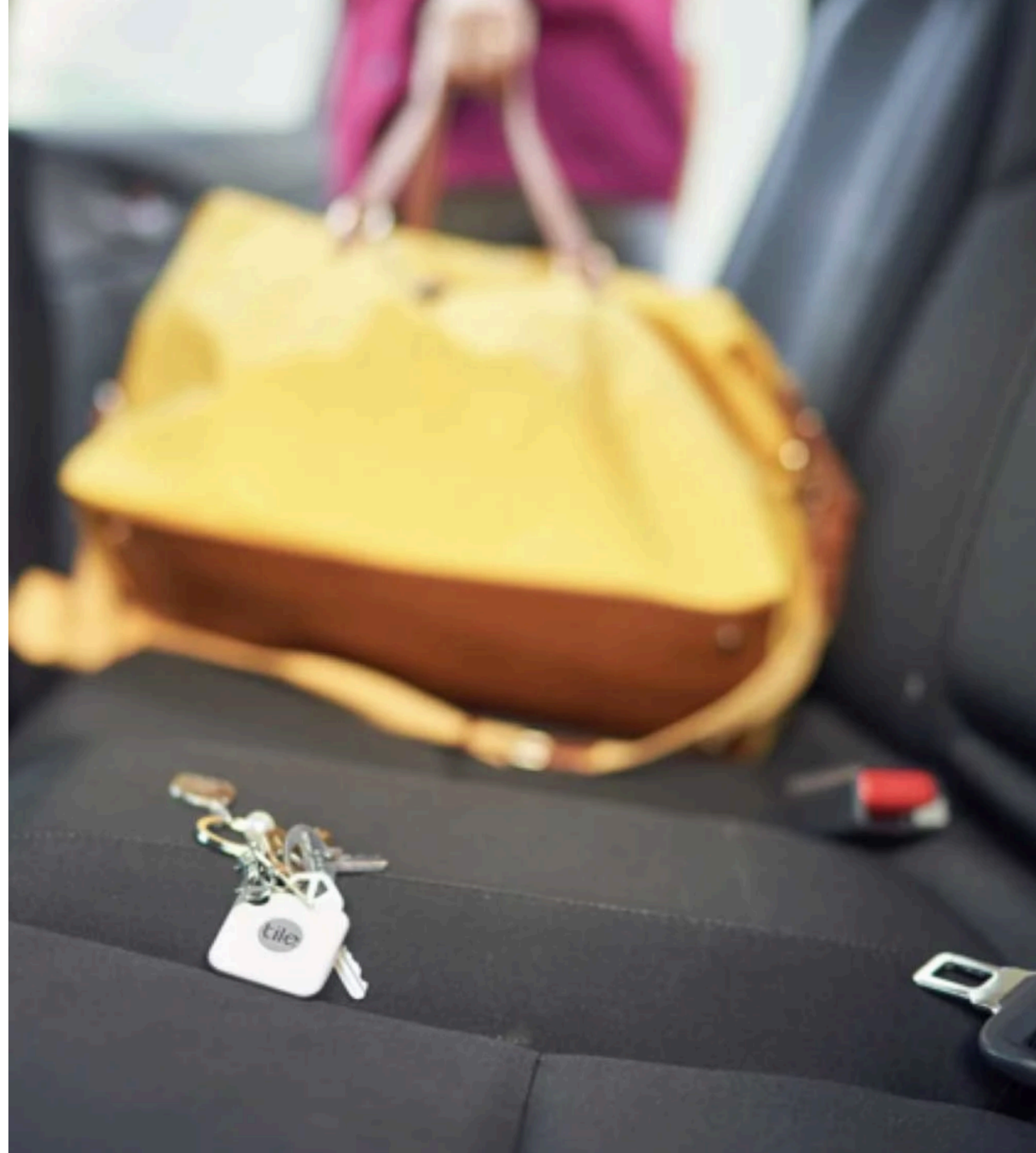
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THE TORUS PATTERN



visually mediated scenarios (simulations)

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Nest



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VISUAL MEETINGS

HOW GRAPHICS, STICKY NOTES & IDEA MAPPING CAN TRANSFORM GROUP PRODUCTIVITY

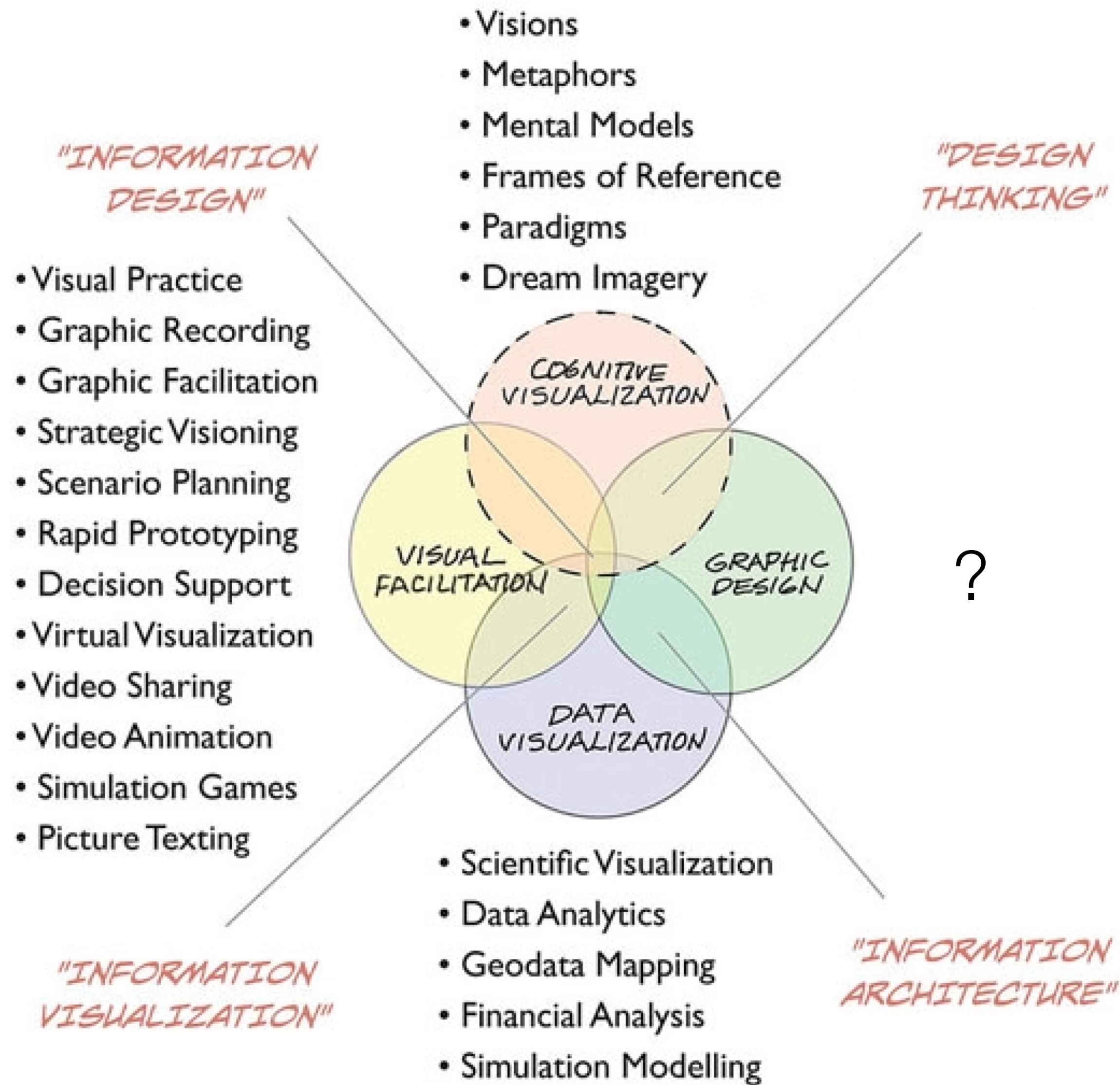


DAVID SIBBET



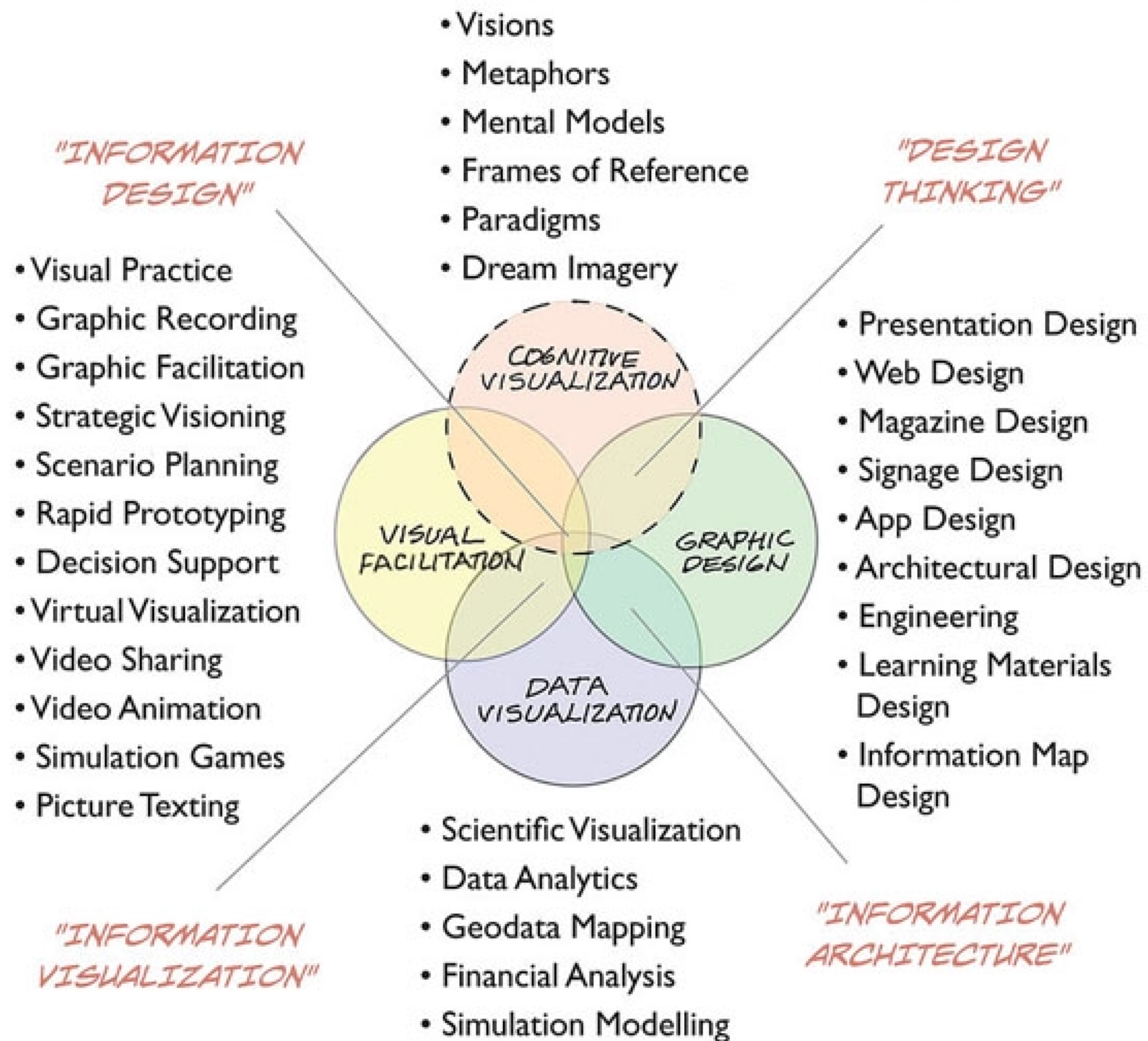
**Strategy is pre-occupied with the what and why to, tactics focuses primarily on the how to!
ref.: compelling insights and actionable ideas.**

MAP TO THE WORLD OF VISUALIZATION



This diagram is a collaboration between Evert Lindquist, director and professor of the School of Public Administration, University of Victoria, Canada, and myself. Bear in mind that terms and boundaries are fluid and under continual evolution and debate.

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SECTION TAKE-AWAYS

■ Inspire with visuals

■ Appreciate compelling and consistent ways to get alignment

■ Support implementation

■ Learn tools for translating your thinking to others

■ Visually anchor your identity

WHAT'S IN THIS FOR ME?

I.
The Visual Leadership Advantage



SECTION TAKE-AWAYS

Inspire with visuals

Appreciate compelling and consistent ways to get alignment

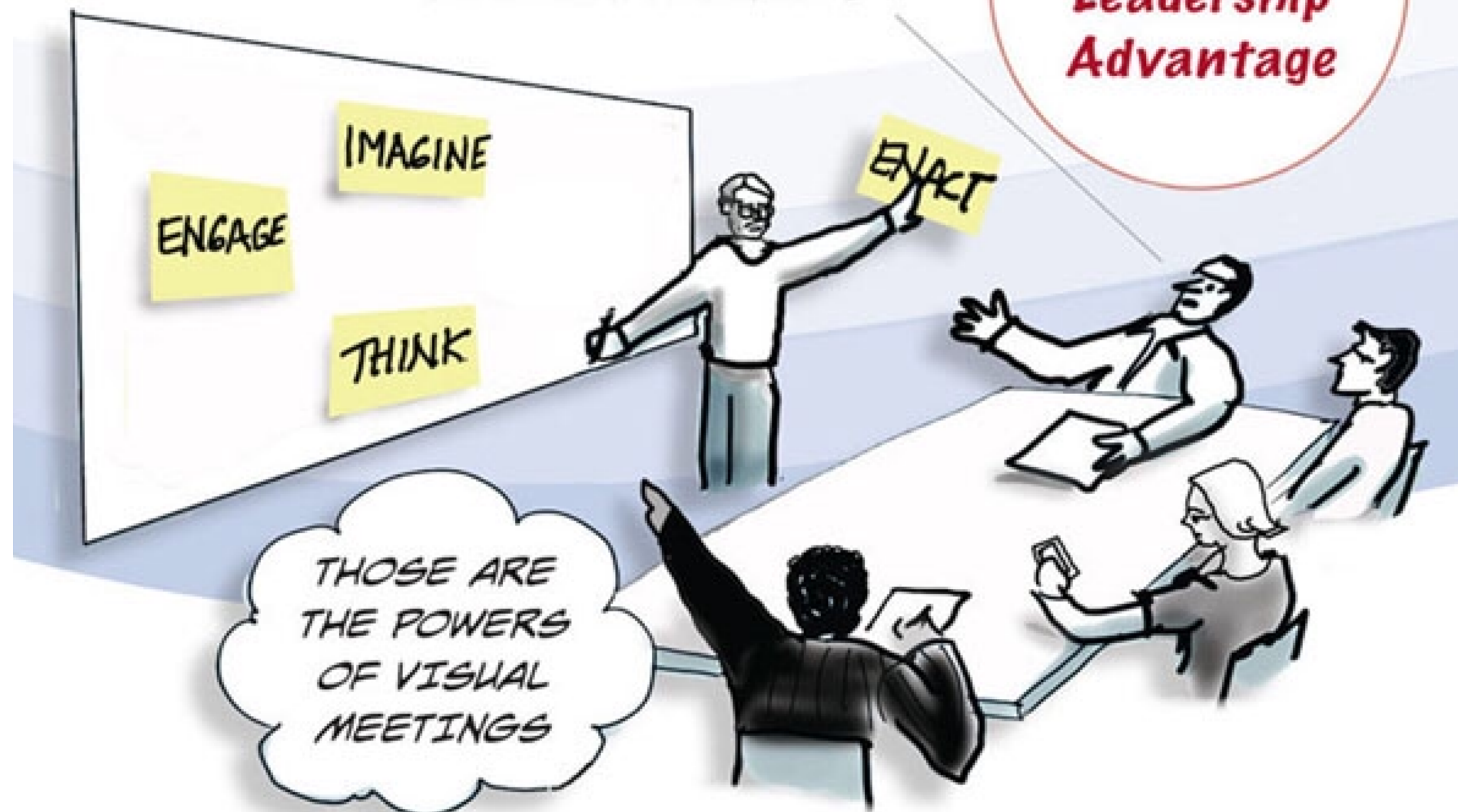
Support implementation

Learn tools for translating your thinking to others

Visually anchor your identity

WHAT'S IN THIS BOOK FOR ME?

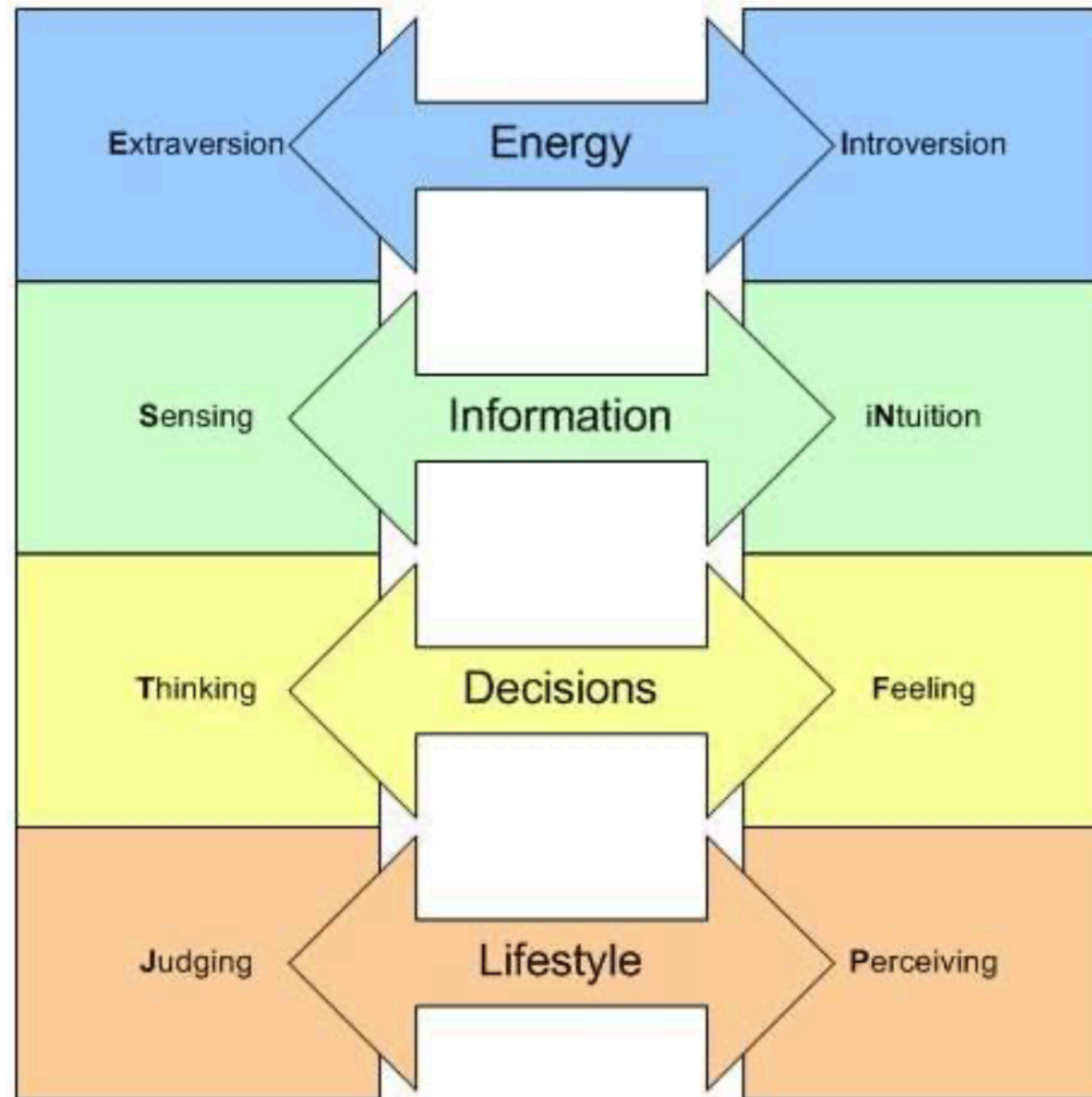
I.
The Visual Leadership Advantage



THOSE ARE THE POWERS OF VISUAL MEETINGS

<https://onlinelibrary.wiley.com/doi/book/10.1002/9781119202653>

MYERS-BRIGGGS TYPE
INDICATOR MANUAL



The four dichotomies make up the 16 personality types ("The 4 Dichotomies").

<p>ISTJ Traditionalists 13.7%</p> <p>Dutiful Practical Logical Methodical</p>	<p>ISFJ Protectors 12.7%</p> <p>Dutiful Practical Supportive Meticulous</p>	<p>INFJ Guides 1.7%</p> <p>Devoted Innovative Idealistic Compassionate</p>	<p>INTJ Visionaries 1.4%</p> <p>Independent Innovative Analytical Purposeful</p>
<p>ISTP Problem-solvers 6.4%</p> <p>Expedient Practical Objective Adaptable</p>	<p>ISFP Harmonisers 6.1%</p> <p>Tolerant Realistic Harmonious Adaptable</p>	<p>INFP Humanists 3.2%</p> <p>Insightful Innovative Idealistic Adaptable</p>	<p>INTP Conceptualisers 2.4%</p> <p>Questioning Innovative Objective Abstract</p>
<p>ESTP Activists 5.8%</p> <p>Energetic Practical Pragmatic Spontaneous</p>	<p>ESFP Fun-lovers 8.7%</p> <p>Spontaneous Practical Friendly Harmonious</p>	<p>ENFP Enthusiats 6.3%</p> <p>Optimistic Innovative Compassionate Versatile</p>	<p>ENTP Entrepreneurs 2.8%</p> <p>Risk-taking Innovative Outgoing Adaptable</p>
<p>ESTJ Co-ordinators 10.4%</p> <p>Organised Practical Logical Outgoing</p>	<p>ESFJ Supporters 12.6%</p> <p>Friendly Practical Loyal Organised</p>	<p>ENFJ Developers 2.8%</p> <p>Friendly Innovative Supportive Idealistic</p>	<p>ENTJ Reformers 2.9%</p> <p>Determined Innovative Strategic Outgoing</p>

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