“Compassion is the heart’s response to suffering.”

What is the CompassionLab?
- Research collaboration founded in 1999; focused on the expression of compassion in organizations.
- Compassion is innate, evolved, other-regarding (Keltner, 2009).
- Compassion as a collective accomplishment of an organization or workplace (Kanov et al, 2004).
- Noticing pain or suffering.
- Making sense of what is happening.
- Feeling empathy.
- Responding to address or alleviate suffering.

Desire change. Be enthusiastic for the flame in which a thing escapes your grasp while it makes a glorious display of transformation.

- Rainer Maria Rilke

Why think about organizational change?
1. Prior participants recommended more preparation to return home ready to encounter others and enroll them in change.
2. We love change agents!
   • By virtue of being here and participating in this transformative experience, you are positioned to be powerful change agents in your educational institutions.
Positive Organizational Scholarship is a field of research that investigates how organizations can expand possibilities for excellence, thriving, and flourishing from a normal to an extraordinary trajectory.

### A perspective on positive organizations

- Positive Organizational Scholarship investigates how organizations can expand possibilities for excellence, thriving, and flourishing from a normal to an extraordinary trajectory.

### Extraordinary Trajectory vs. Ordinary Trajectory

- Change agents enlarge the zone of possibility for positive change.

### Inscaping (Nilsson & Paddock, 2014)

- **Core of Inscaping**
  - Surfacing the inner experiences of organizational members during the normal course of everyday work.
  - Inner experiences encompass not only emotions but ideas, intuitions, curiosities, aspirations, values, biographies.

### Putting inscaping into practice:

- Ask experiential questions during functional meetings: e.g., “How do we want to feel during this curriculum change process?”
- As part of planning, ask questions about our own passions, fears, etc.
- Start and end gatherings with “check ins” that allow people to say how they are feeling in the moment; use these in the middle of stuck conversations as well.

### Positive Deviance Curve

- The Positive Deviance Curve illustrates the spectrum of behaviors ranging from ineffective to excellent.
- It highlights the importance of recognizing and valuing positive deviance as a means to enhance organizational performance.

### Frameworks for positive change

- **Inscaping** (Nilsson & Paddock, 2014)

- **Putting inscaping into practice**:
  - Ask experiential questions during functional meetings: e.g., “How do we want to feel during this curriculum change process?”
  - As part of planning, ask questions about our own passions, fears, etc.
  - Start and end gatherings with “check ins” that allow people to say how they are feeling in the moment; use these in the middle of stuck conversations as well.
Micro-moves (Golden-Biddle, 2014)
- Actions and interactions comprising change processes that are small and often barely visible but essential to generative momentum
- Emphasizes processes of change that foster engagement and hope

Three types of micro-moves
- Turn toward the unfamiliar and explore with “what if…” questions.
- Create common experiences of what is unknown by walking the path together: “What could we do and observe together?”
- Convene people to explore possibilities and form new ideas early in the process of change, before the future is formed.

Frameworks for positive change
Let’s play with inscaping and micro-moves!

Role play instructions for a curriculum meeting are on your handout. How might you engage in ways that allow for positive change?
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