

## GETTING TO THE HEART OF THE MATTER A MULTIDIMENSIONAL TOOL FOR INQUIRY

<i>For all levels it helps to:</i>	<i>Personal</i>	<i>Interpersonal</i>	<i>Institutional</i>	<i>Cultural</i>
<p>Breathe. Be present. Be authentic. Be generous w/self &amp; others.</p> <p>What are the best practices?</p> <p>Notice where constriction is. Reframe</p> <p>Move from withdrawing to connecting. Empathize and validate others. Recognize and question assumptions. Refrain from shaming or blaming. Let go of competitive, manipulative, or argumentative stances. Remember multiple perspectives coexist.</p> <p>What works and how can it be further cultivated?</p> <p>Listen Ask questions. What is at stake? What are the consequences? How could it be better for all concerned? What are the options?</p> <p>Hold a "both/and" perspective.</p> <p>Expect change.</p>	<p>What is happening in my body? ... my mind? ... my heart?</p> <p>What emotions am I feeling?</p> <p>Am I feeling attacked, defensive, isolated or worried? When have I felt this way before? How is this situation different?</p> <p>How am I adding to the problem?</p> <p>What am I risking?</p> <p>What is needed for me to be open?</p> <p>Is there any information or understanding that I need?</p> <p>What do I need to contribute my best? Ask for that.</p> <p>How am I isolating myself? How can I feel connected/supported?</p> <p>Who can help?</p> <p>Ask for help.</p> <p>What gift can I contribute to transformation?</p>	<p>Appreciate each person involved. What behaviors are being displayed by another/others that make it hard for you to learn and bring your full self in?</p> <p>Do you think assumptions are being made about you that are incorrect?</p> <p>Who is or is not involved in resolving the issue? ... who should be?</p> <p>What affect does people's different actions have on you?</p> <p>Do you share the same vision of where you want to go?</p> <p>What power dynamics are operative? ... cultural patterns of privilege and oppression getting replayed? ... informal power: who has information, longer history, in "group"?</p> <p>What do you value or appreciate about each person involved? How can you express that?</p> <p>What would be a win win?</p> <p>What is your commitment?</p> <p>How can you each support transformation? Make clear agreements.</p>	<p>What is at stake?</p> <p>Where does the power lie? Who controls what?</p> <p>What policies and procedures are working? What policies and procedures need to be changed or created?</p> <p>What external forces are you beholden to? What are the economic trends?</p> <p>What resources are being used? What resources are needed? (people power, time, money, etc.)</p> <p>Whose interest is being served? Who benefits and who loses. from the situation as is?</p> <p>Visioning change: How could it be different? ... pros, cons and interesting elements of each option?</p> <p>What would be the impact on different people, the workplace and the environment?</p> <p>Is this a short term or a long term solution?</p>	<p>What values are influencing the situation?</p> <p>What values are shared and which one are not?</p> <p>How are the common values, goals, agreements and/or mission concretely being carried out or undermined?</p> <p>Does the organization mission need to be clarified or revised?</p> <p>What is the history?</p> <p>What is the magnitude of the problem? Does it keep recurring?</p> <p>Is the organization locked into: "We've always done it this way"?</p> <p>What are the standards? Whose are they? How are they decided?</p> <p>What are the norms? Whose are they?</p> <p>Weave your visions together and develop common goals.</p> <p>Create practices that cultivate your common vision and goals.</p>

TFCI is a non-profit organization working with organizations to create sustainable democratic structures in which everyone can contribute their best. We offer facilitation, mediation, training and consulting services. Our approach weaves together deep reflection, sharing stories and heart felt dialog which inspires generosity of spirit and collective genius.

[www.toolsforchange.org](http://www.toolsforchange.org) ; [info@toolsforchange.org](mailto:info@toolsforchange.org) ; 1 206 329-2201

The WTC is devoted to the development of spiritual leadership - the creative energy we need to live "on Purpose, in Spirit, for Justice."  
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