

A Time Line of the SoL Council Strategic Clarity Process

Your Personal Reflections

May 2002

1st Interview - September 2001

Questions we covered:

- What do you think is the global goal, the reason for being, of the Society for Organizational Learning?
- How well has SoL done at achieving this global goal, over time?
- What stakeholders influence or are influenced by SoL's ability to achieve this global goal?
- What satisfies each of these stakeholders, from your perspective?
- What satisfies you as a member of SoL?

Your Reflections:

2nd Interview - October 2001

Questions we covered:

- Looking at your “satisfiers” we identified last time, how do you live them at SoL?

Your Reflections:

3rd Interview - November 2001

Questions we covered while introducing the map for the first time:

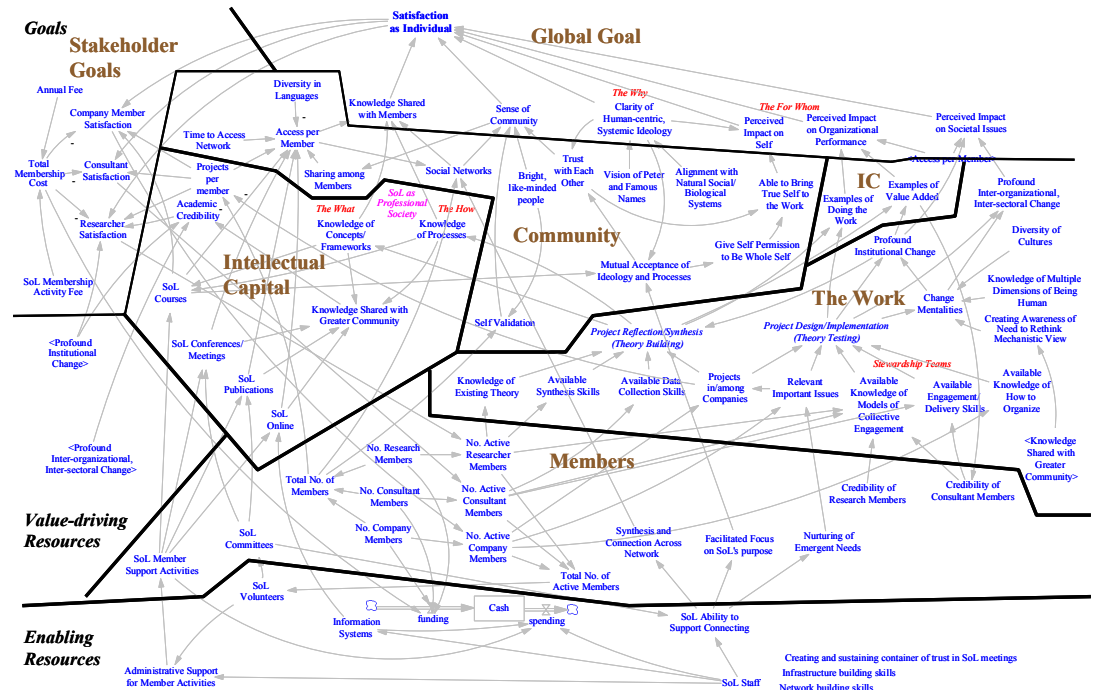
- Can you identify your thoughts from the first two interviews in the SoL Strategic Clarity map?
- Can you tell a story, from your perspective, with the Strategic Clarity map?

Your Reflections:

1st Council Meeting - November 14, 2001

We explored:

- four major themes that emerged from the interviews
- the overall structure of the model (see figure to right)
- five different stories about perspectives in the model (researcher, company, consultant, staff, GSN/fractal).

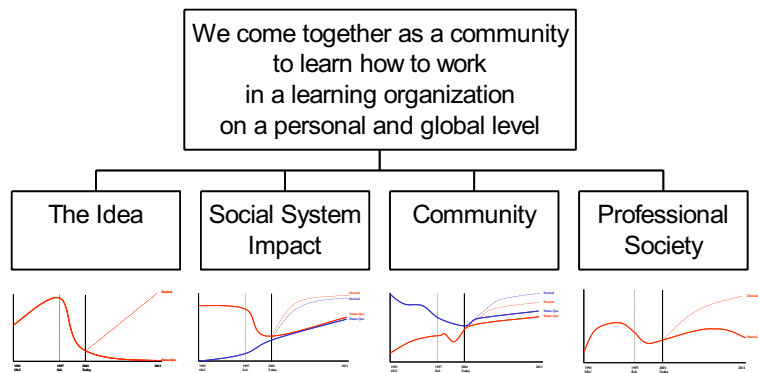


Your Reflections:

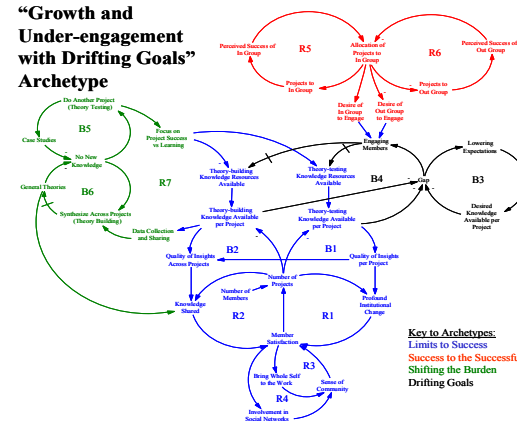
2nd Council Meeting - January 15-16, 2002

We explored:

- Recap and review of modifications to the map
- Structure for discovery: **Global** - archetypes; **Local** – trends from local perspective; **Integrative** – bring it together



“Growth and Under-engagement with Drifting Goals” Archetype



To continue to drive profound organizational change and to create and share new knowledge on organizational learning, SoL needs: (1) to have the resources available for more theory-testing (project work) and theory-building (synthesis) projects; and (2) focus on both. These resources are principally SoL's members.

Engaging members to do this work requires: (1) keeping true to the vision of high standards for the knowledge members bring to the project; and (2) being sure to engage members that have proven success within SoL and members that do not. To achieve this, the archetypes teach us that SoL needs to consciously avoid: (1) lowering expectations to staff projects; and (2) giving projects solely to members with proven success.

To create and share new knowledge, SoL should strengthen its efforts to focus on: (1) theory building through change projects in companies; (2) data collection and sharing for each project; and (3) engaging the theory-building knowledge resources required to synthesize the data collected across many projects.

Key to Archetypes:
Limits to Success
Success to the Successful
Shifting the Burden
Drifting Goals

Your Reflections on Goals and Behaviors:

Your Reflections on Archetypes:

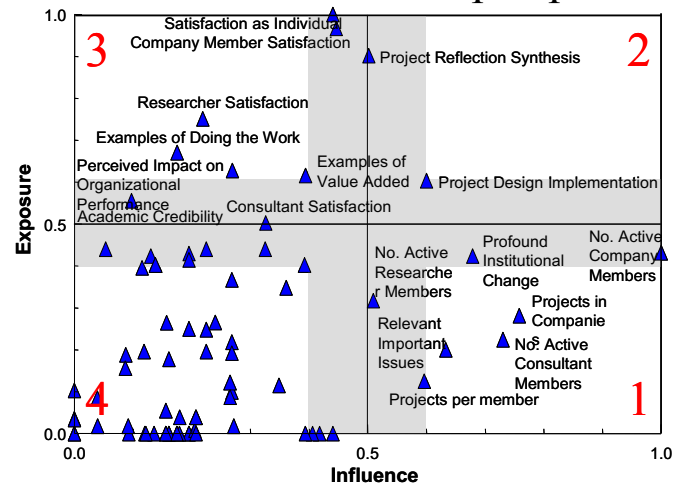
2nd Council Meeting - January 15-16, 2002 cont'd

We explored:

- Recap and review of modifications to the map
- Structure for discovery: **Global** - archetypes; **Local** – trends from local perspective; **Integrative** – bring it together

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Knowledge Shared
with Members



Your Reflections on Trends:

Your Reflections on MICMAC:

3rd Council Meeting - March 4-5, 2002

We explored:

- Recap of where we are in the process (Global, Local and Integrative perspectives)
- Connecting influence/exposure results (MICMAC) to main archetypes
- Probable key thrusts and/or actions for SoL
- Possible strategies to support achievement of critical outcomes, for SoL as (1) the Idea, (2) Conscious Learning, (3) Organizational and Social Systems Impact, (4) Community (see “SoL Strat ClarMar02Final.doc” from Sherry 03/28/2002).

Your Reflections on Connecting MICMAC to Archetypes:

Your Reflections on Strategies to Support Critical Outcomes:

4th Council Meeting - April 30 - May 1, 2002

We explored:

- Connection of Strategic Clarity work with Business Plan proposed by Sherry and Bettye
- Learnings from the Strategic Clarity work, as captured by the difference in our belief about SoL's strategic priorities on August 8, 2001 and on May 1, 2002.

Your Reflections on Connecting Strategic Clarity findings to Business Plan:

Your Reflections on Review of Learnings: