5 Shifts for Mastering Change

The Surprising Power of Subtle *Shifts* in Things You Already Do Well

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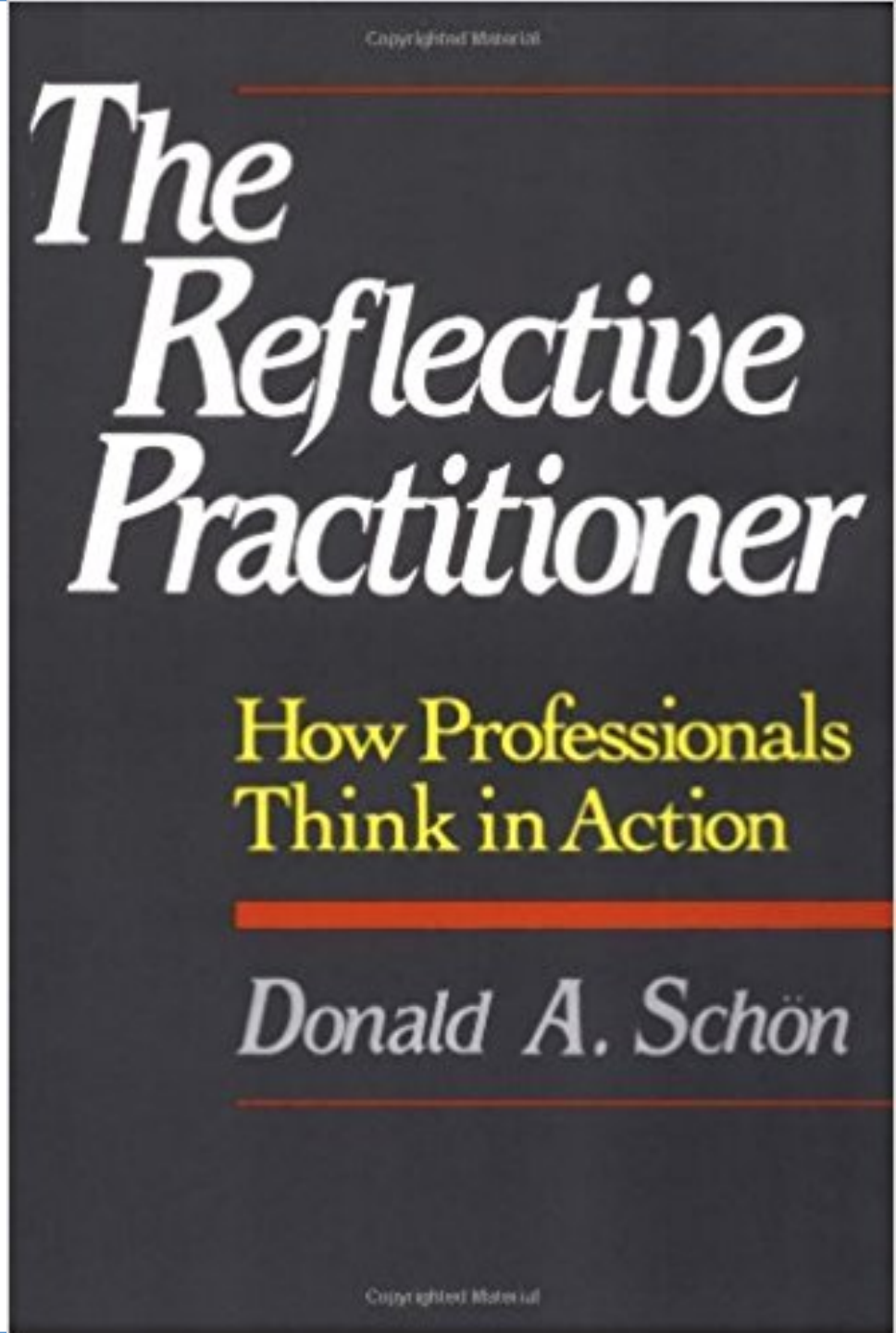
5 Shifts Enhance Change Power

Shift #1: Yogi-Schoen Shift

Practice is Applying Theory →
Practice is Conversation-in-Action

Practitioner's way of knowing as ..

1. Technical rationality
2. Conversation-in-action



Observations

1. Technical rationality (TR) serves professors & universities by making what & how they know preeminent & of high status.
2. TR does not serve practitioners as it is incomplete at best, in many ways mistaken.

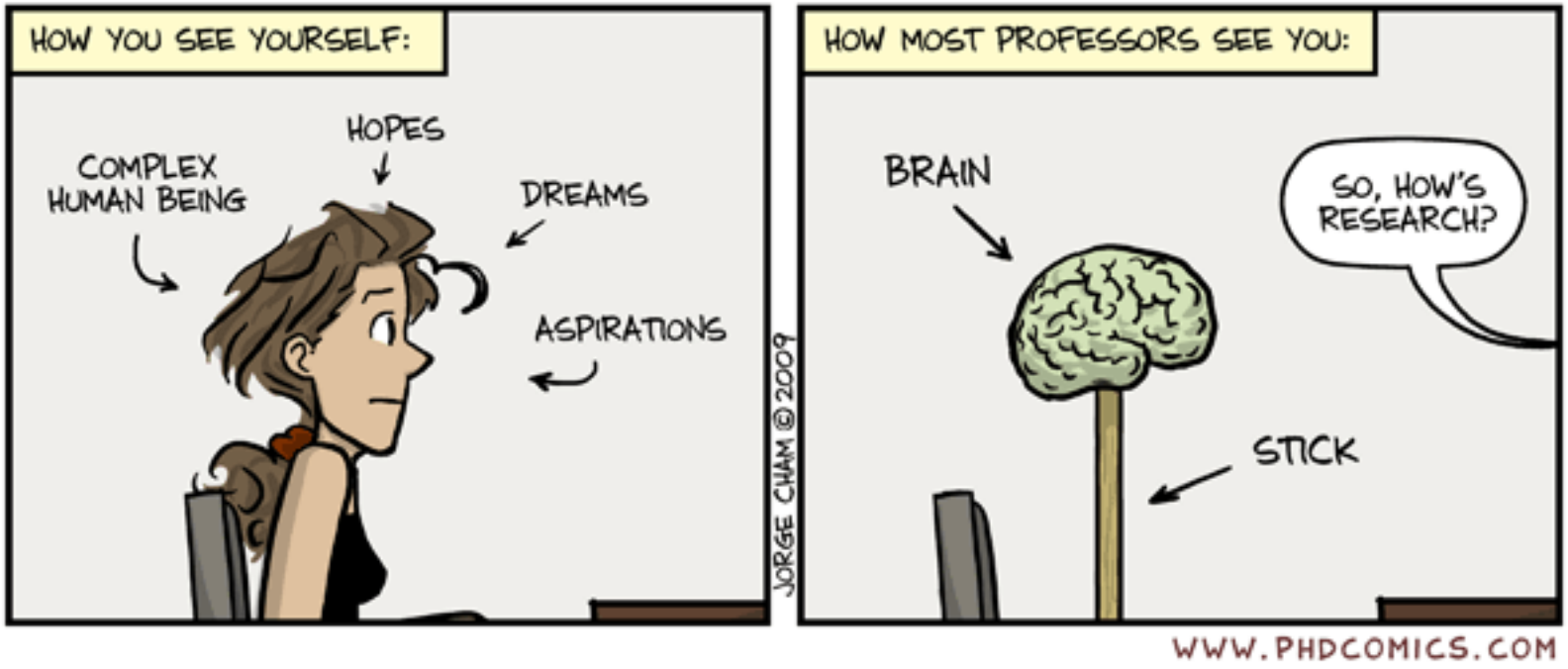
Focus on Conversation-in-Action

Less telling. More interaction.

Shift #1: Practice is Applying Theory → Practice is Conversation-in-Action

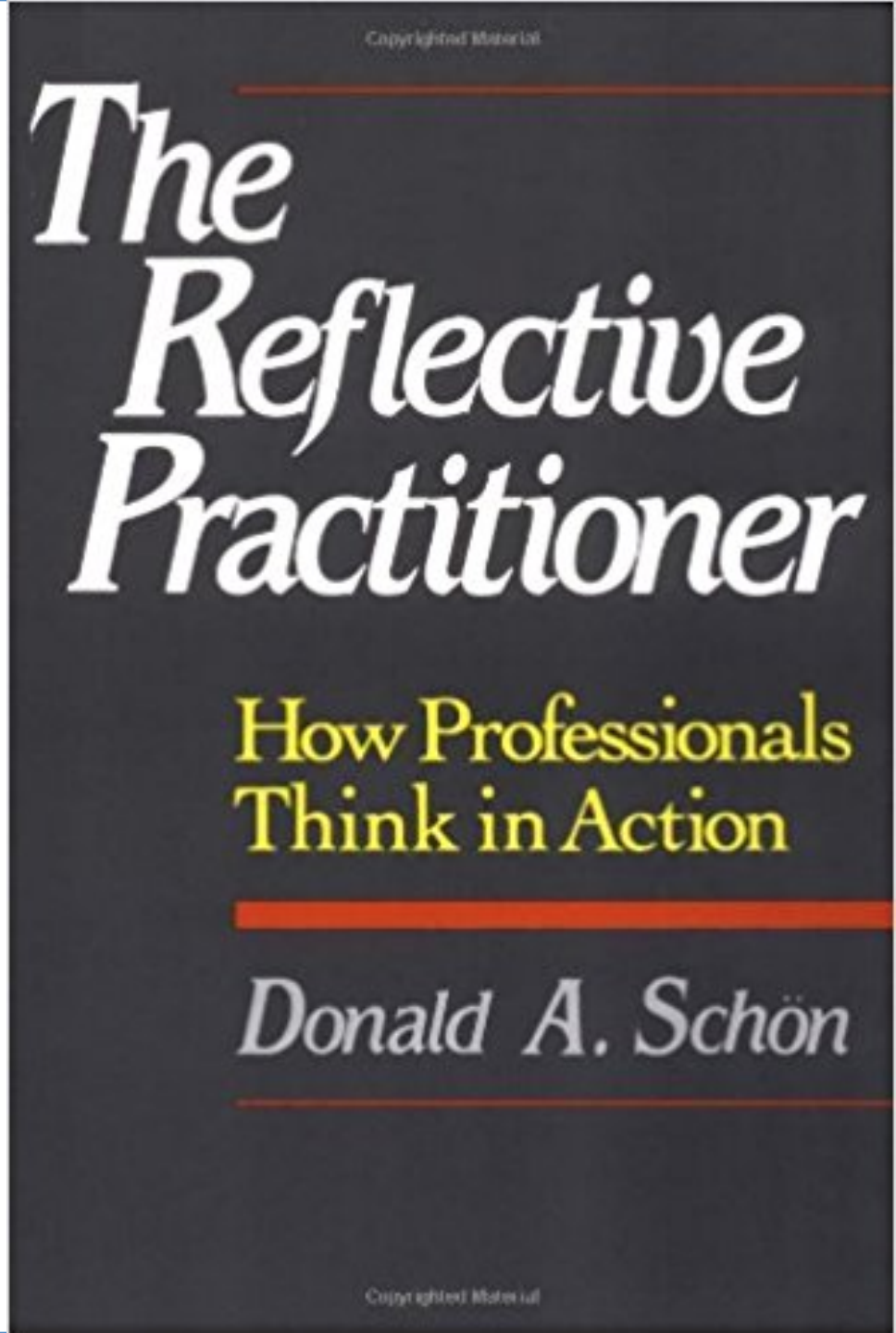
Shift #2: Brain-on-a-Stick Shift

PhD Comic Applies to All Professionals



Practitioner's way of knowing as ..

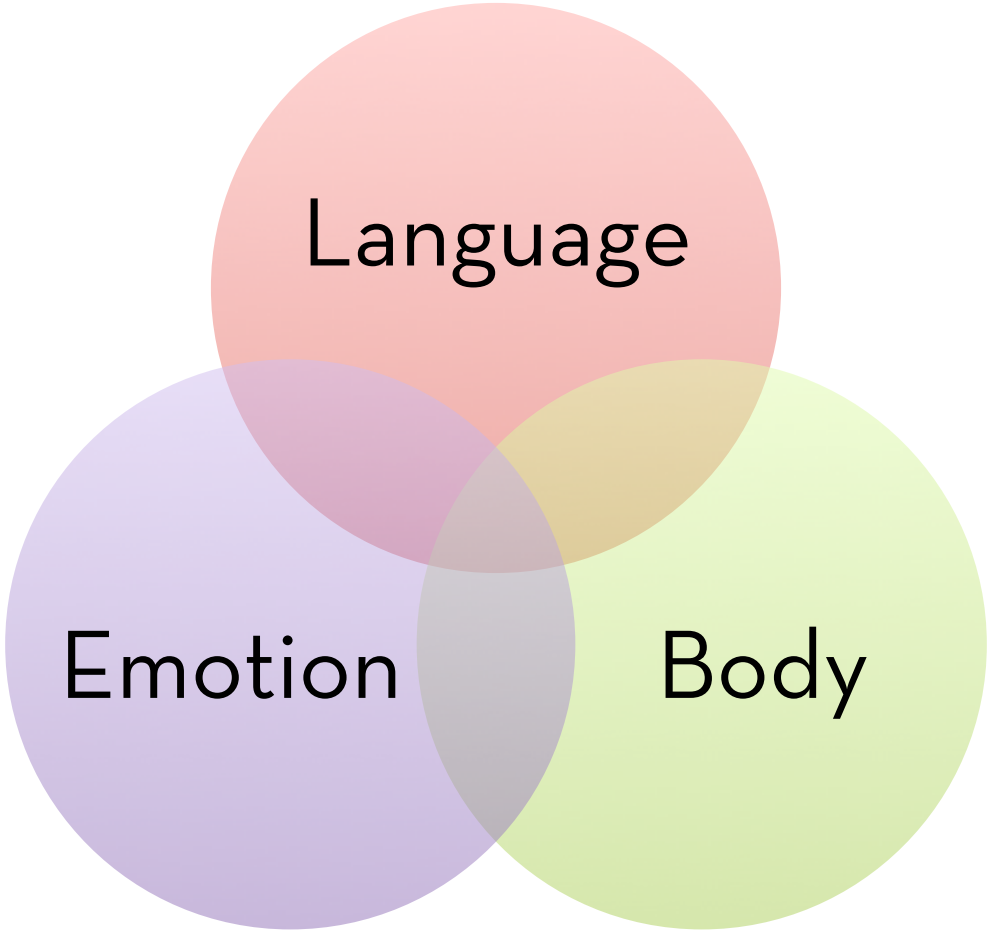
1. Technical **rationality**
2. Conversation-in-action



TR's 2nd Flaw: Reason & rational thought only.

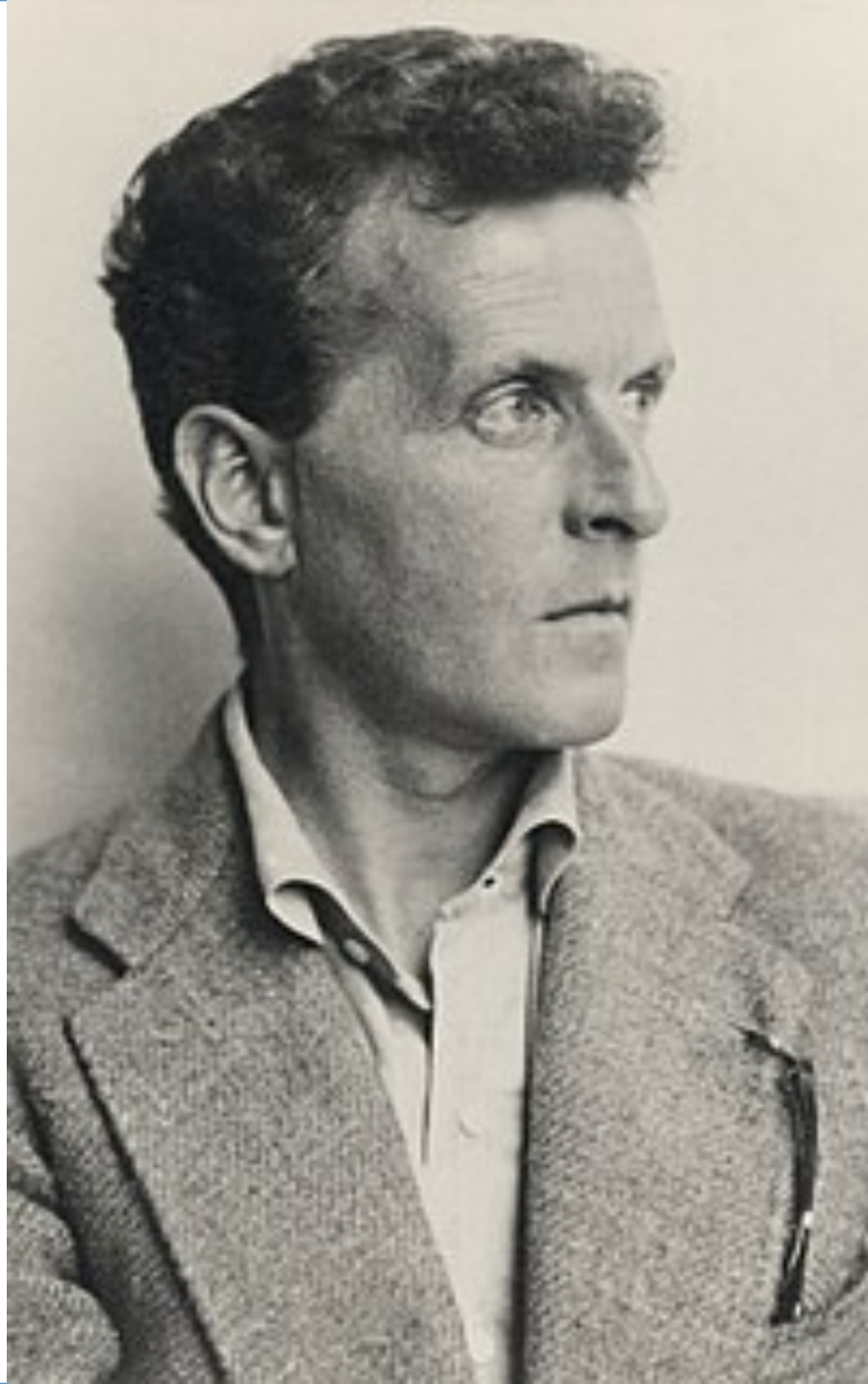
Reason & rational thought →
emotion and embodied thinking

3 Domains of Noticing



Shift #2: Brain-on-a-Stick Shift

Shift #3:
Wittgenstein's Shift



Language & story as passive description
→ language & story as creative action

Language: Conventional vs. New

Conventional

- We are thinking beings.
- Language separate tool we use from time to time.
- Language is descriptive and large passive.
- Language is merely an extension of thought.

New View

- We are linguistic beings.
- We are *in* language all the time.
- Language is generative & creative (not merely passive & descriptive).
- Language is action. To speak is to act.

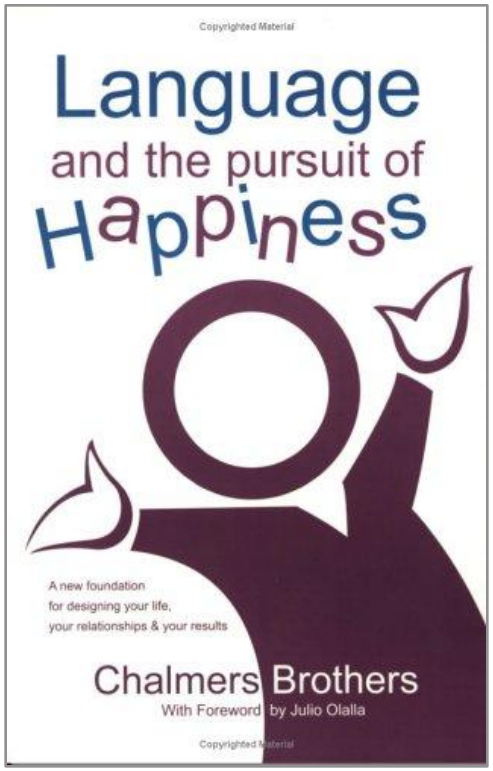
Speech Act Theory: How Language Works

- Speech acts: 5 different types.
- Can describe, promise, command, etc.
- Austin defined "illocutionary act:"
  - Speaker says something.
  - Means something by it.
  - Tries to communicate what he means to hearer.
- Distinction between propositional content and force or type of the speech act.
- Examples:
  - Please leave the room.
  - Will you leave the room?
  - You will leave the room.

J. L. Austin (1911-1960)

Speech Acts in Practice

- 5 “illocutionary” acts:
  - Assertions: commit to truth
  - Assessments: give opinion
  - Requests: ask or direct to do
  - Commitments: commit to do
  - Declarations: cause to exist
- Consider confusion of assertions and assessments.



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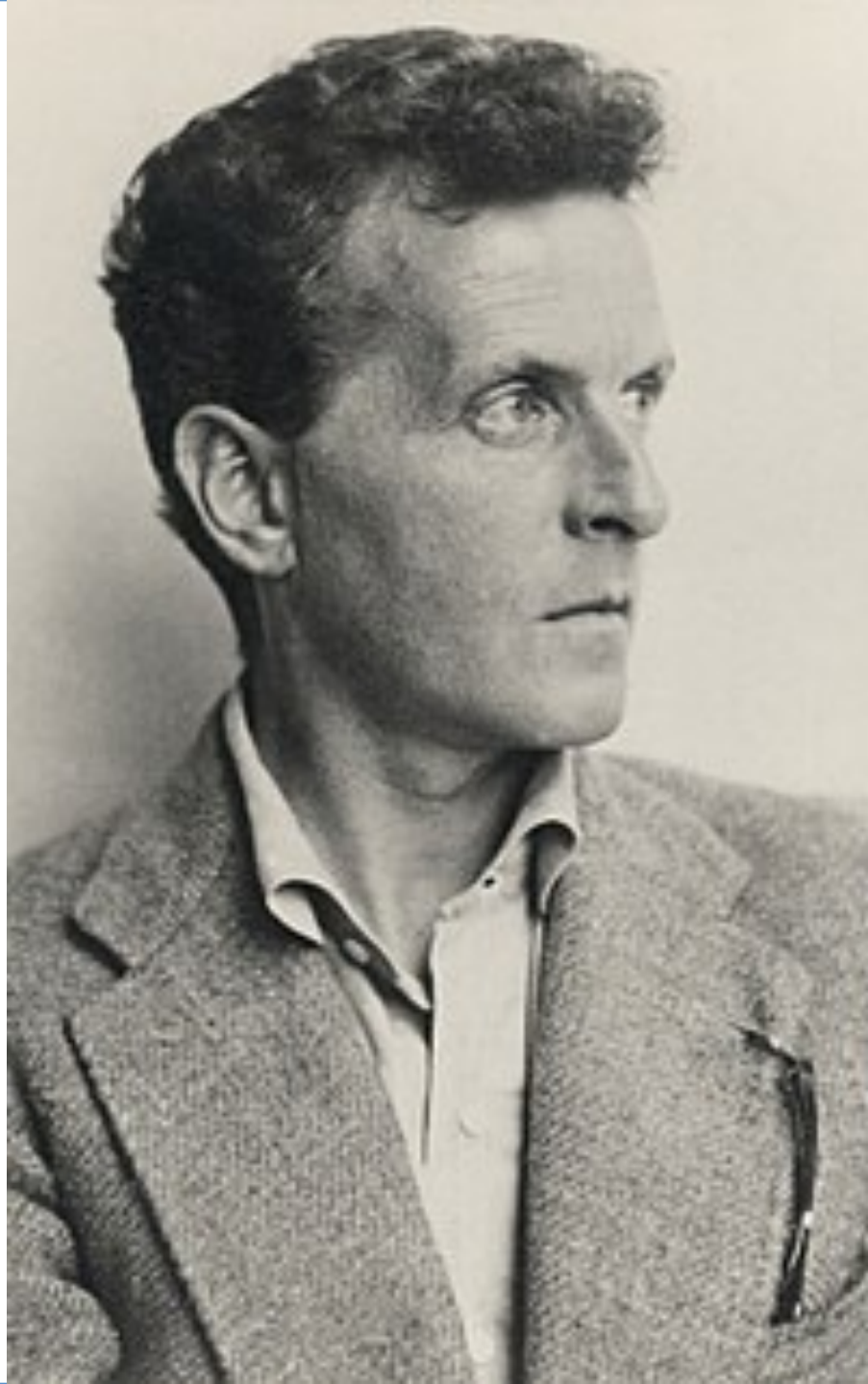
Applications

1. **Better teamwork:** Requests & commitments.
2. **Better stories:** Rework assertions & assessments.

Shift #3:
Wittgenstein's Shift

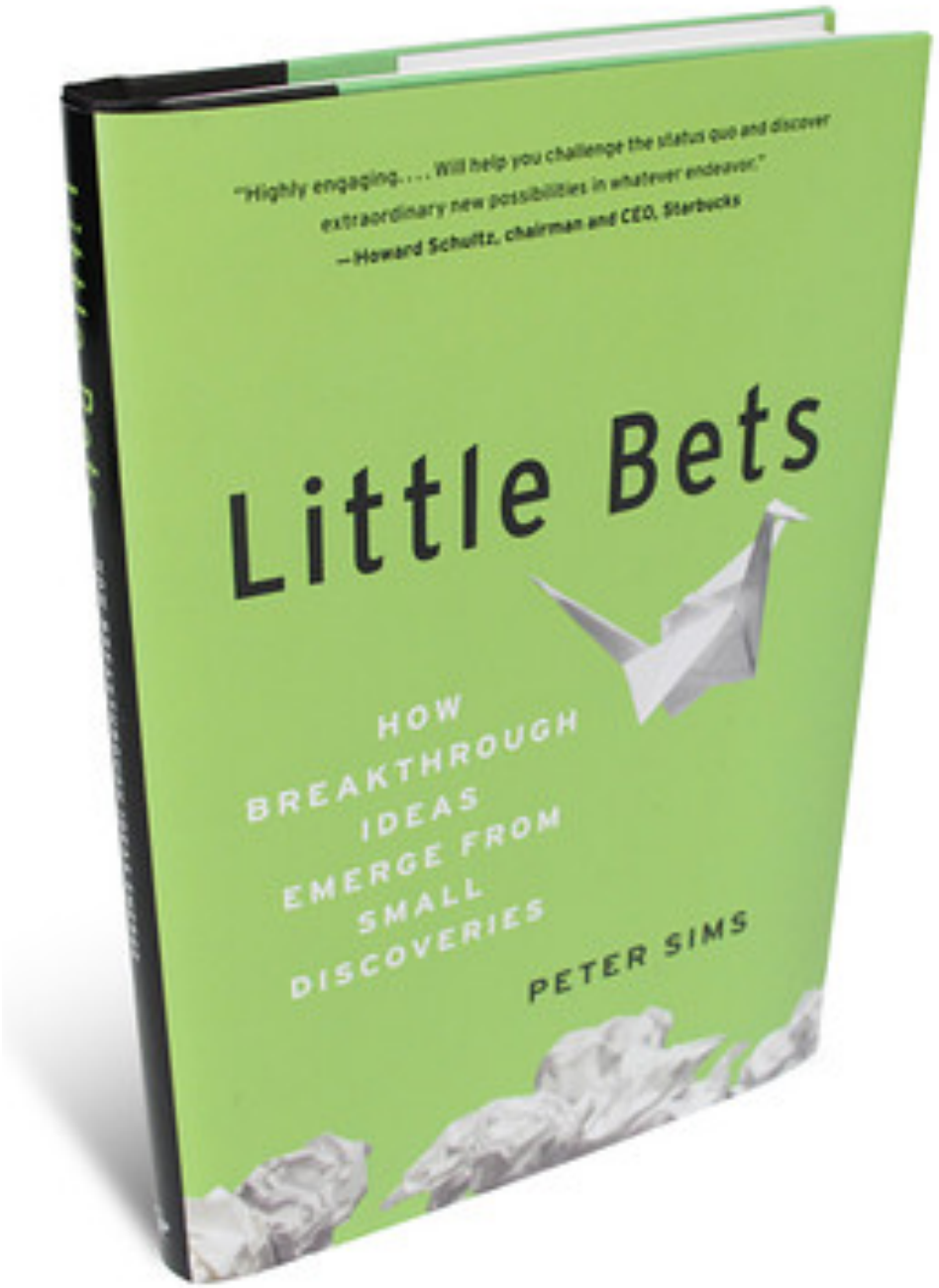


Shift #4: Sarasvathy's Shift

Mistaken about how entrepreneurs think & act.

Business plan

Entrepreneurs don't plan: They effectuate → Make little bets.



Little bets necessary in new domains. Little causal knowledge (incomplete theory necessitates doing and learning).

Shift #4: Plan & execute → Little bets & effectuation

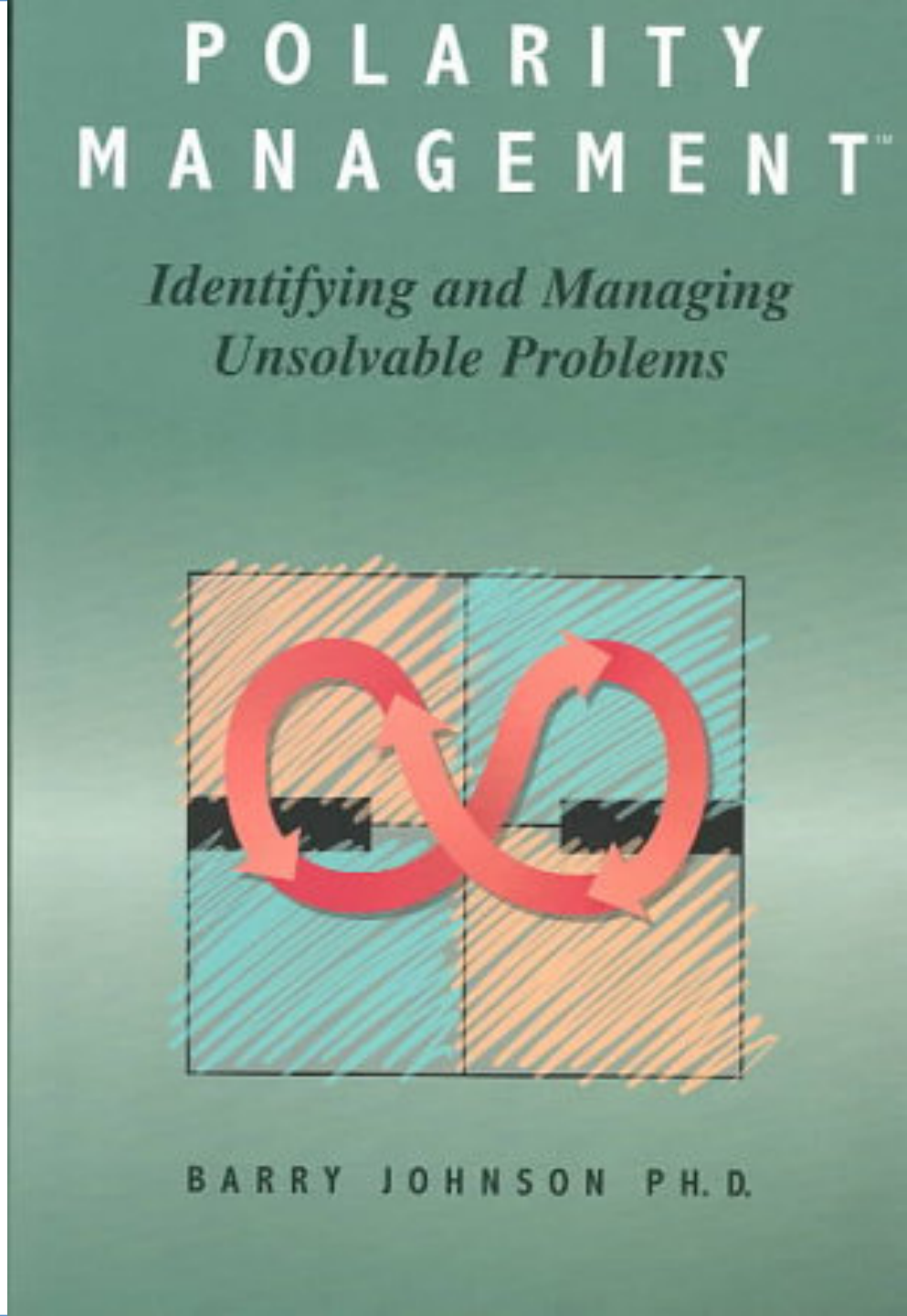
Shift #4: Sarasvathy's Shift

Shift #5: Shifting how we shift

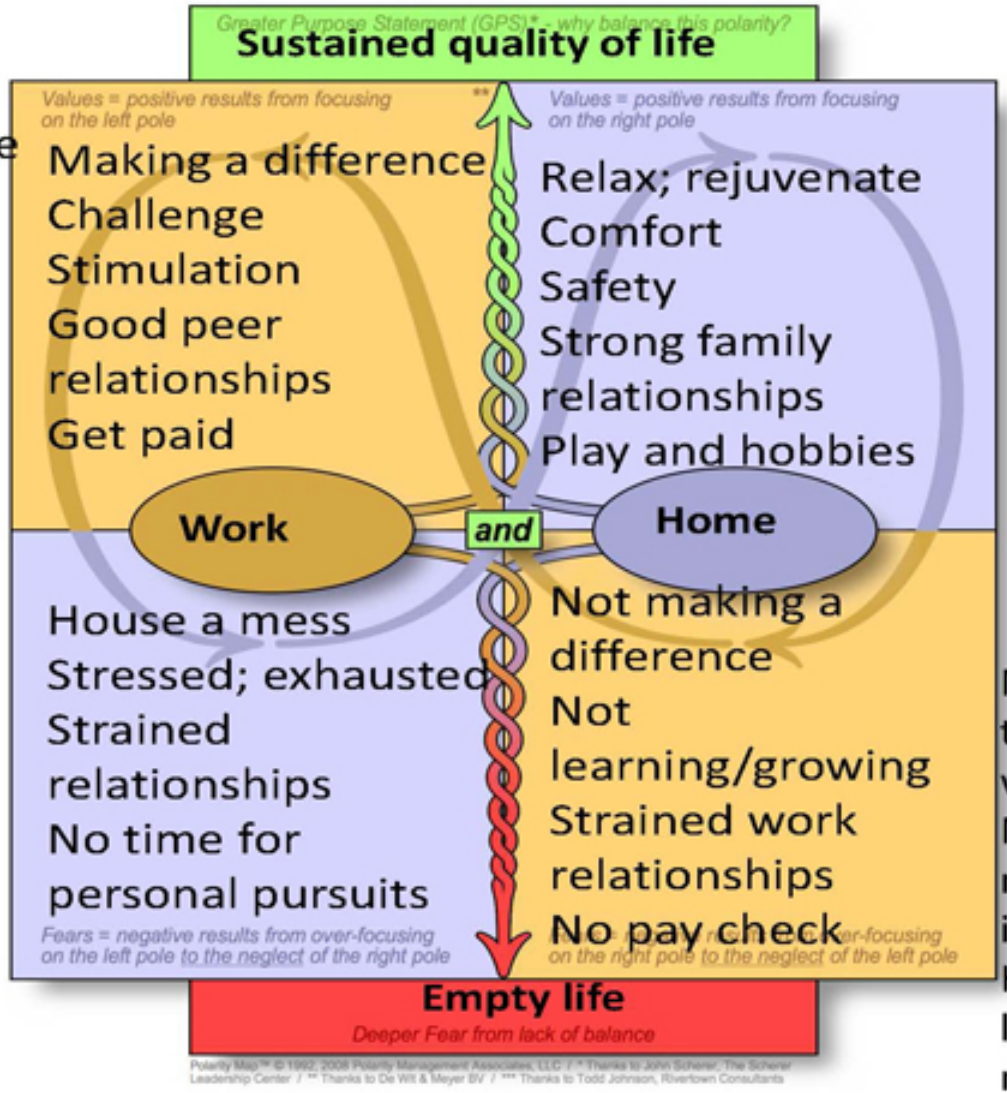
Shift #5:
Barry's Shift

Shift #5: Problem solving as Either-or thinking
→ polarity management as And thinking

Polarities as opposites that need each other.



Polarity Map



Action Steps

How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

Partner with diverse resources to strengthen work.
Learn new skills.
Measure outcomes to show impact

Early Warnings***

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

Tired and unable to concentrate on family.
"You made it here. I am shocked."
Forget commitments.
Culture at home is stressed.

Action Steps

How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?

Schedule time to be at home
Massage therapy
"Date" night
New hobby

Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

Missed opportunities to grow and expand work.
Money tight; services not growing and improving.
Heavy workload leading to feeling of not mattering.

Shift #5: Problem solving as Either-or thinking
→ polarity management as And thinking

Observation: All five of the secret shifts are polarities.

5 Shifts

1. Yogi-Schoen shift
2. Brain-on-a-stick shift
3. Wittgenstein's shift
4. Sarasvathy's shift
5. The shift shift

Reflection:

How can you bring the power of the 5 shifts to your life?

More info:

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5 Secrets to Mastering Change

Part 2: The Surprising Power of Subtle *Shifts* in Things You Already Do Well

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