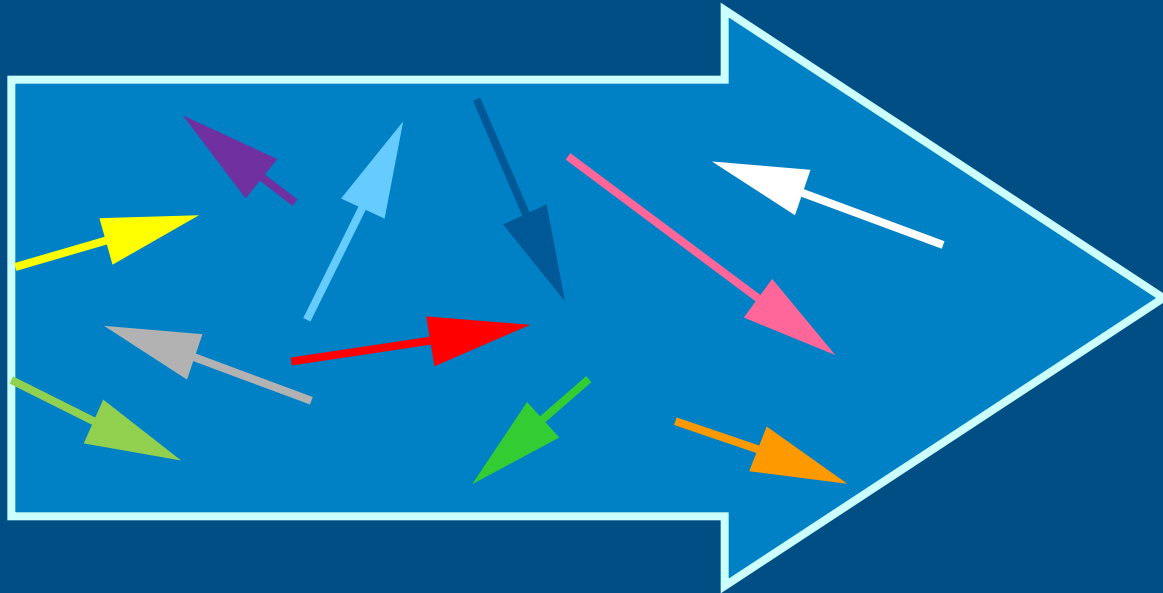
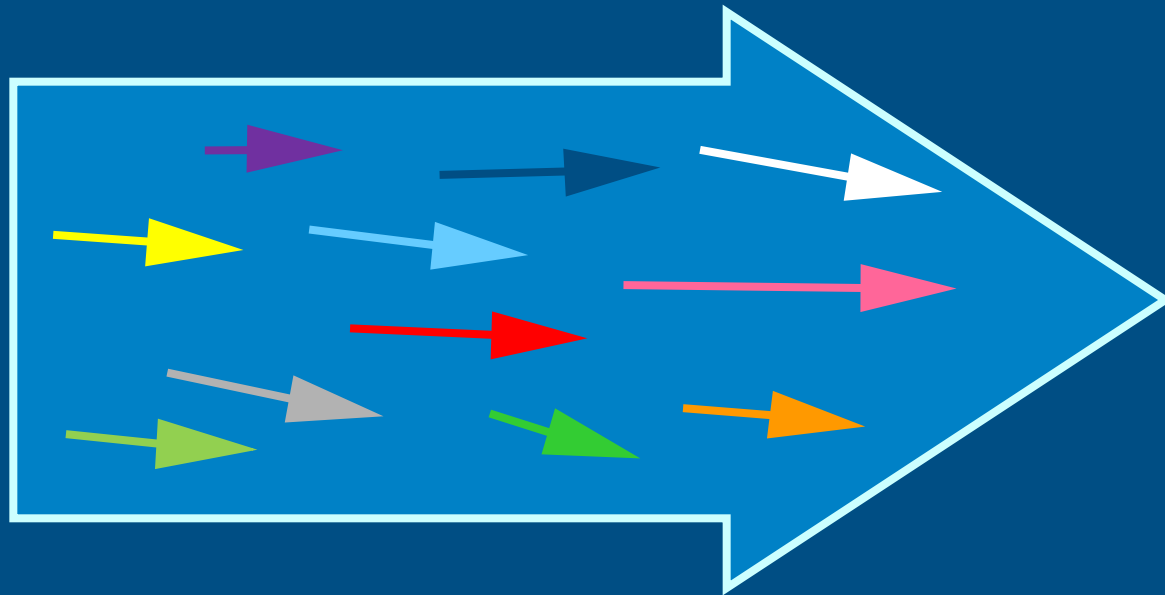


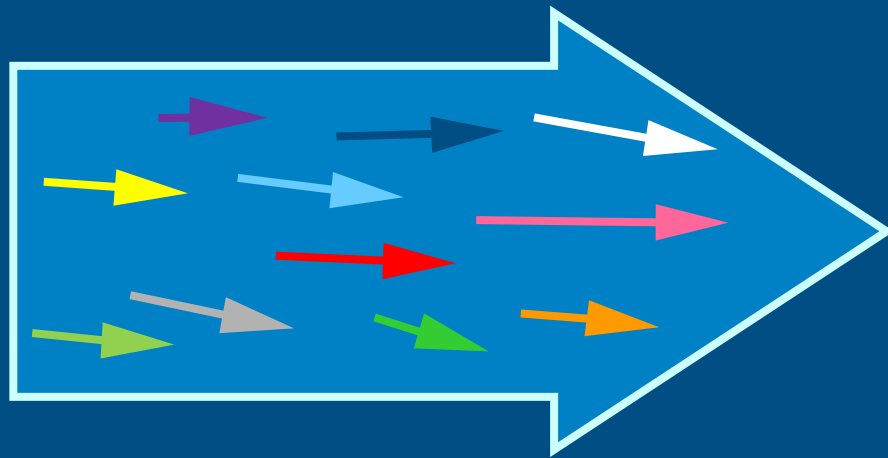
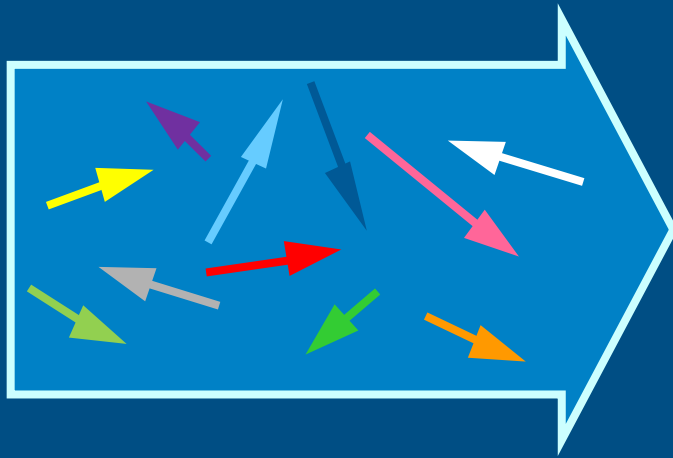
# Systems Change

# LACK OF ALIGNMENT

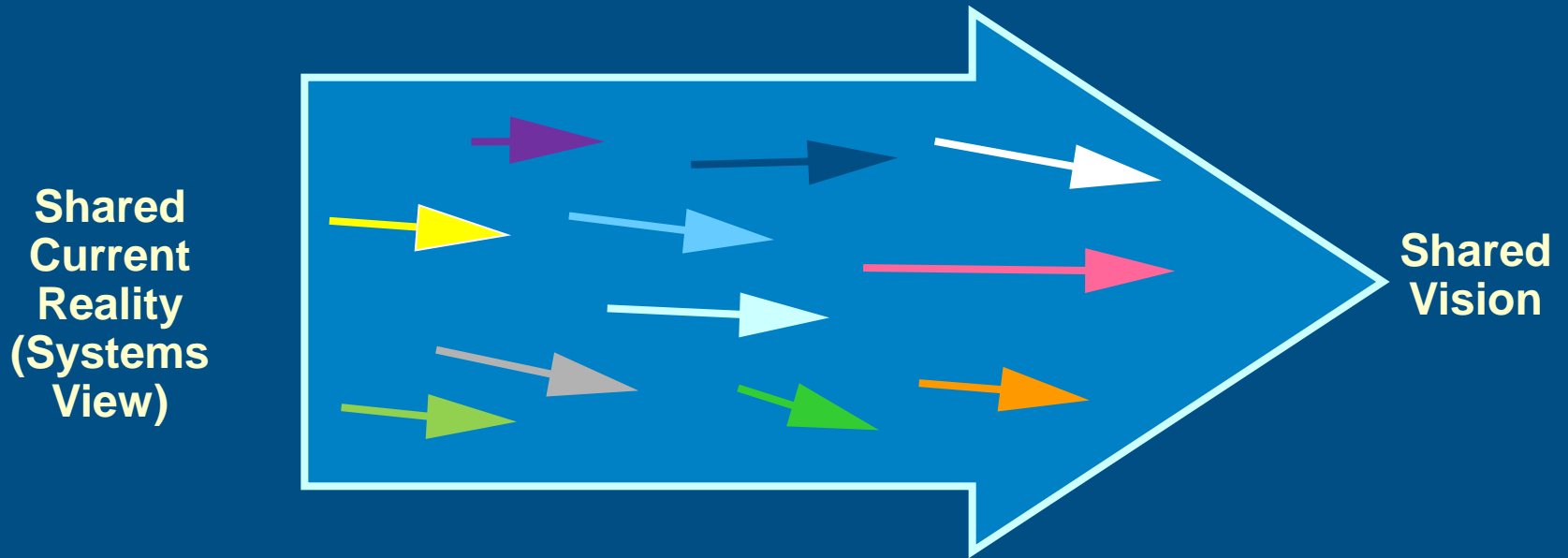


# ALIGNMENT





# ALIGNMENT AS AN ENERGY FIELD OF CREATIVE TENSION



# A Portfolio of Visions



# CORE CAPABILITIES FOR SUSTAINABILITY LEADERSHIP



# WAYS OF EXPLAINING REALITY

**Events**

React

*What just happened?*

**Patterns/Trends**

Anticipate

*What's been happening?  
Have we been here or some  
place similar before?*

**Systemic Structures**

Design

*What are the forces at play  
contributing to these patterns?*

**Mental Models**

Transform

*What about our thinking  
allows this situation to persist?*

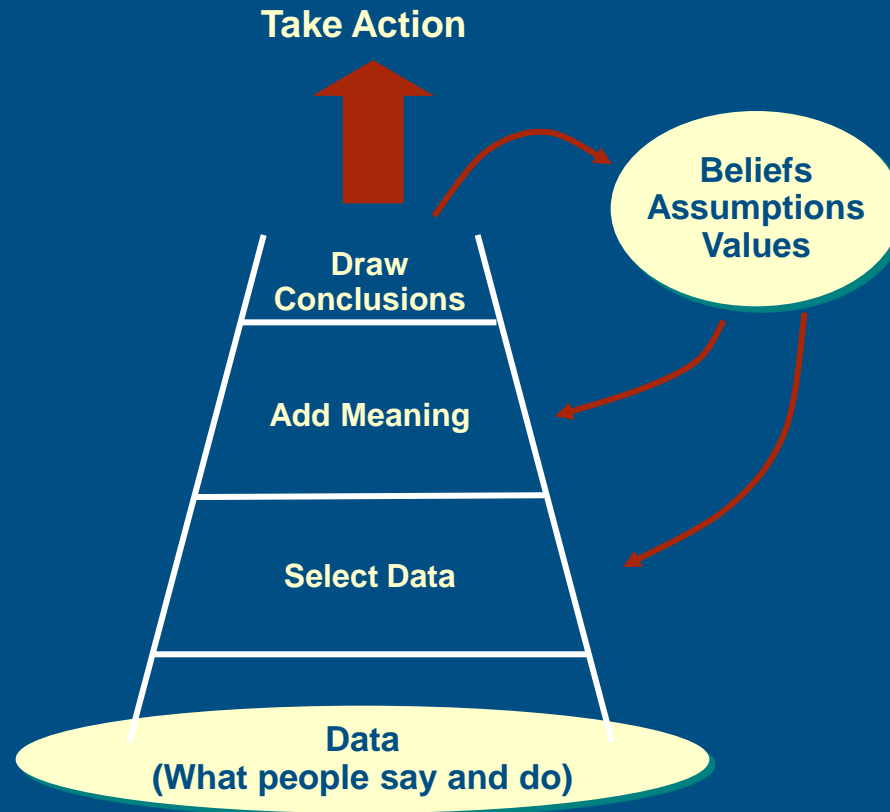
INCREASED LEVERAGE AND  
OPPORTUNITY FOR LEARNING





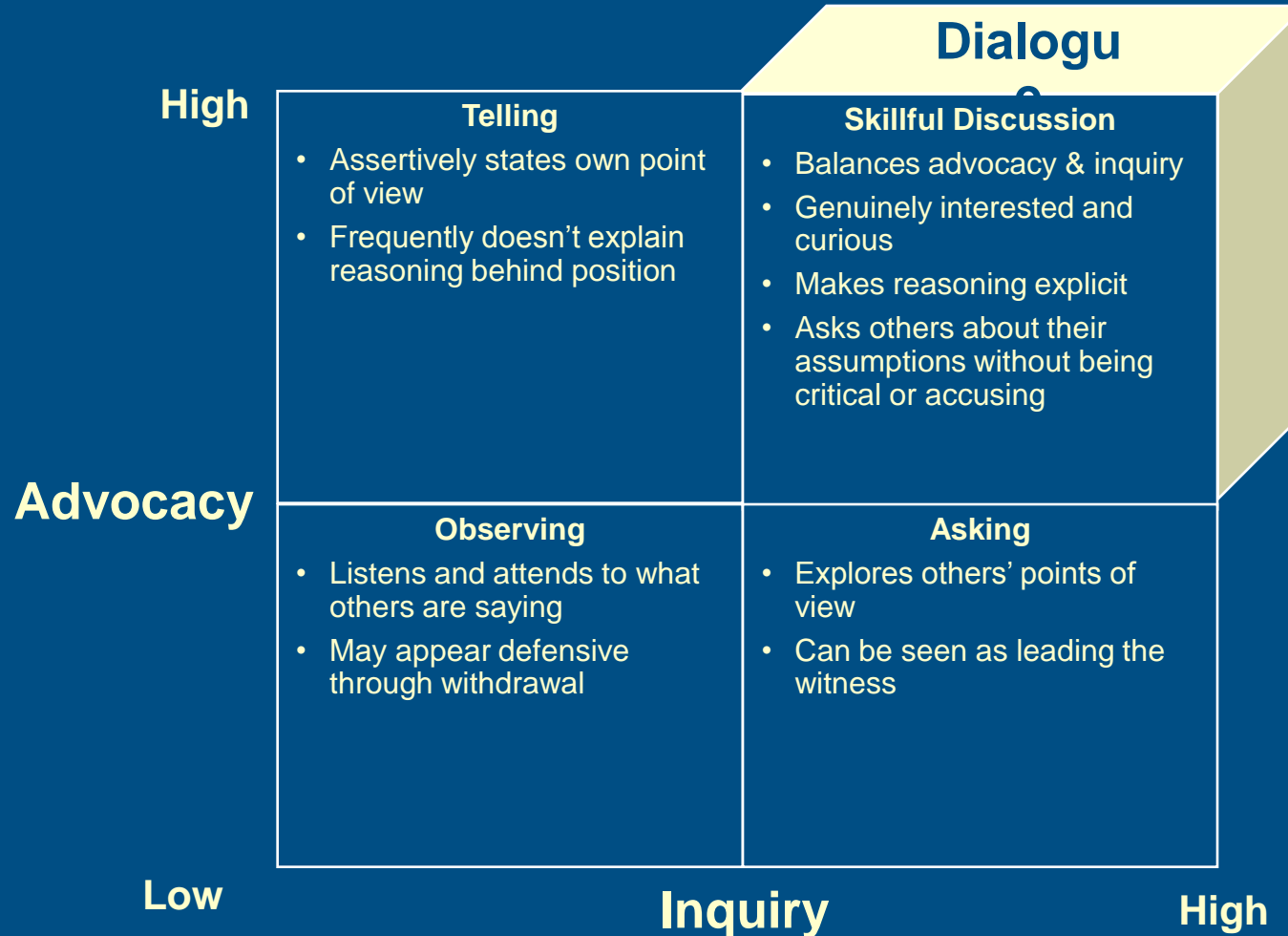
# Ladder of Inference

How We Think

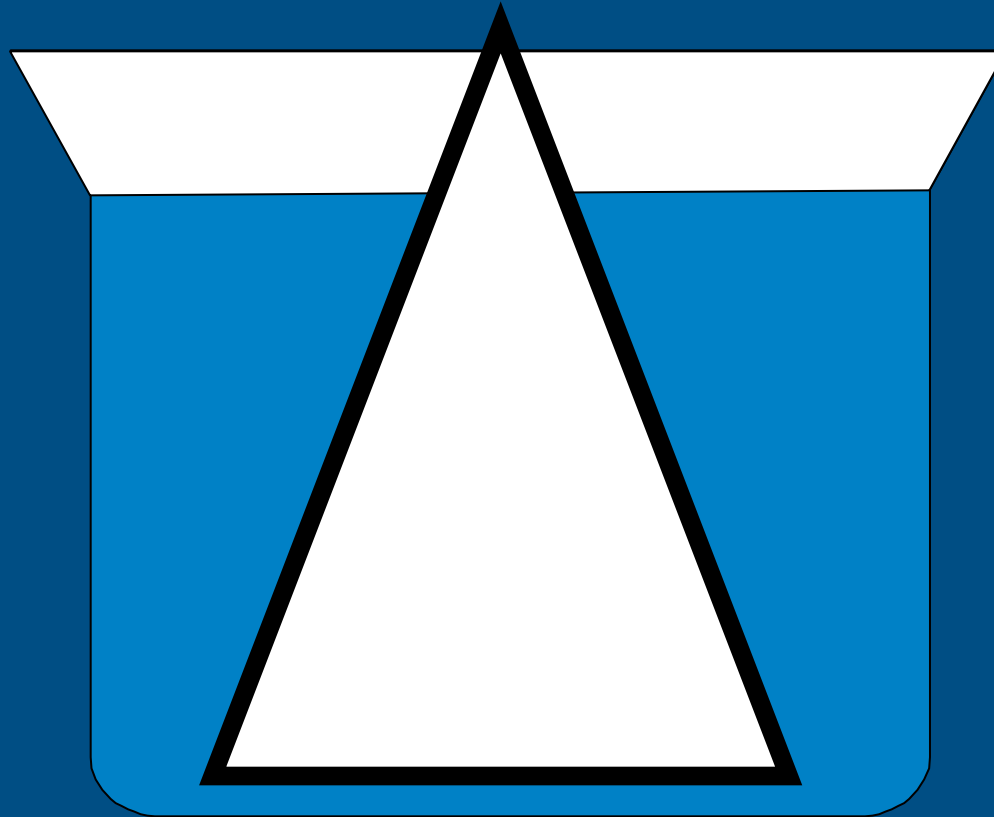


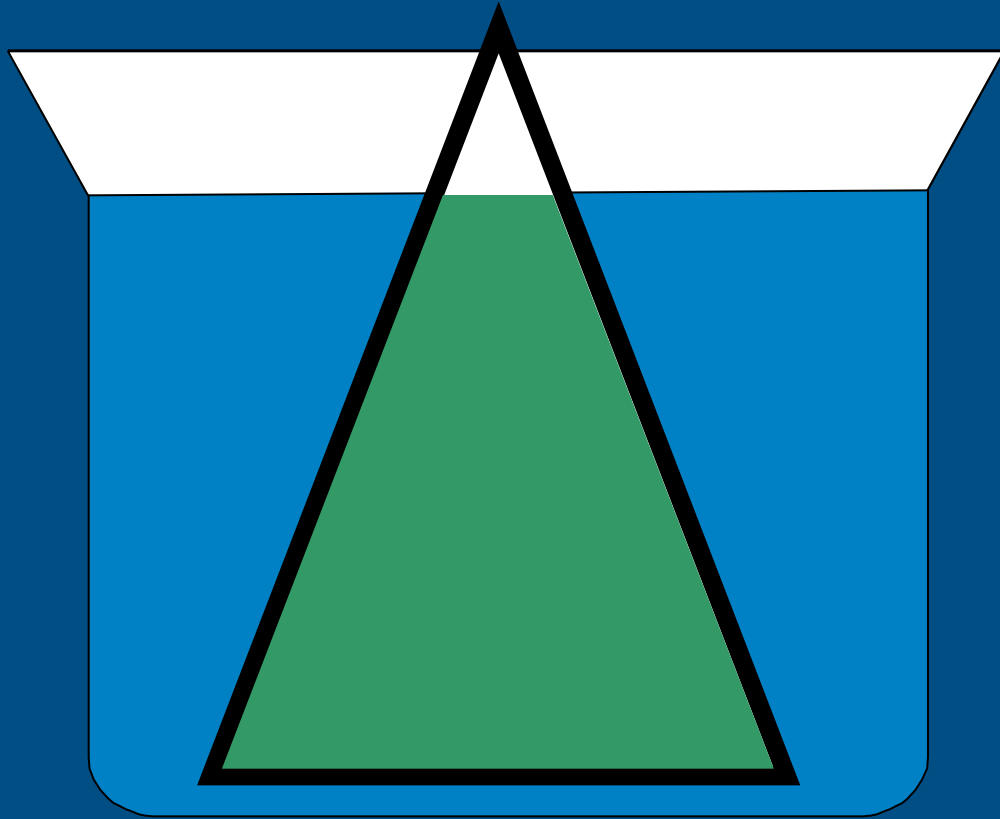
The Ladder of Inference illustrates an automatic, unconscious process that occurs in our thoughts as we reach conclusions about our experiences.

# Balancing Advocacy with Inquiry



# The “Sheep Dip” Approach to Change





# LEADERSHIP “PULL” STRATEGY FOR CHANGE

