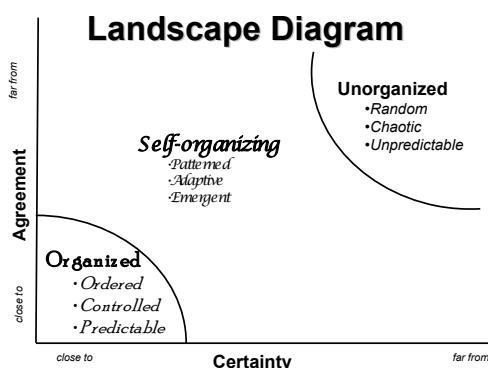


Different Way of Seeing & Leading- Asset Building in Complex Systems

The Landscape Diagram

A way to visualize the terrain we work in, which focuses on reality changing over time. First developed by Ralph Stacey.

Observing the Landscape:



- Look for patterned behaviors.
- Listen for phrases like: “That’s the way we always do it.” Or “We’re really in the zone or flow now.” Or “This feels like chaos.”

Decide How to Use the Diagram:

- Asset building takes place in all parts of the landscape. Use the diagram to identify where your work lands on the landscape and where there is not much work going on.
- Use it to map where we were, where we are now and where we want to be in the future.
- Use it to identify differences in people’s perceptions about how asset building “should” be done that may be impeding the work.

“The edge of chaos is a condition, not a location....it is not the abyss. It is the sweet spot for productive change.” --- Alan Webber

Act – Using the Landscape Diagram:

Questions to ask:

- What part of this landscape are you drawn toward (in both your personal and professional life)? Why does that space appeal to you?
- When might you want to operate in the lower left? How might you help move a group there?
- When might you want your group to move to the upper right? How might you help them move there? The middle?
- Would you want to stay exclusively in one part of the diagram? Why or why not?

Examples from Asset-Building Settings:

Asset building can work across all parts of the Landscape Diagram. Some parts of this landscape will be less comfortable or less familiar than others. People sometimes describe asset building initiatives as “messy” by which they mean “not all planned out ahead of time,” and therefore different from other ways of working with which they are familiar. Asset building happens when programs build assets into their curriculum (lower left.) Asset building is sparked when you describe the asset framework and people come up with amazing ways to build assets that never would have crossed your mind. (More toward upper right.) Asset building happens when people are brought together in new combinations and find energy in working together to make their community or organization better for young people. (self-organizing.)