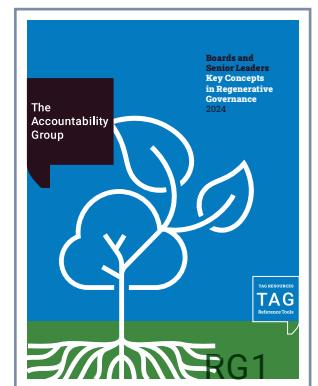# Let's shift Board conversations to the new reality.

The Accountability Group

RG3

Let's shift Board conversations to the new reality.

RG3
Thinking Frameworks Questions
PDF | Brochure | 20 Pages

RG1
Key Concepts in Regenerative Governance
PDF | Brochure | 6 Pages

Thinking Frameworks Questions

Welcome to the possibility of remarkable and timely conversations

The following topics and questions are examples of inquiries that open up fresh dialogue about things that matter. They draw from living systems concepts to explore some of the thorniest questions we face in the transition from "Business as Usual" to thriveable futures.

The **Six Thinking Frameworks** focus on specific and critical areas in regenerative governance. Some questions will apply to multiple frames.

Tips for initiating regenerative dialogues within your organization

Be prepared, calm, and at ease, and ask questions with moderation

Suspend a lot of what you already know

Observe your assumptions

Build knowledge of context

Focus on purpose, what is intended, desirable and appropriate, not on "problems"
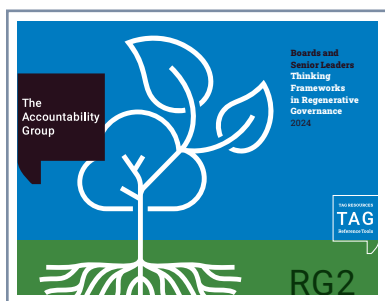
See yourselves, living beings, and places as wholes, each with unique essences and potentials, interconnected, and nested

Listen for signals of change and hidden potentials—resist the desire for certainty

Share Your Experience

Please contribute the powerful questions that you and your colleagues are exploring in these perspectives. Your input will help us evolve this resource for others.
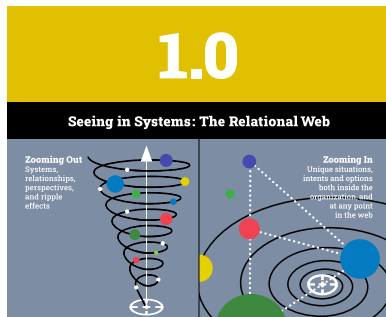
Write to: info@theaccountabilitygroup.com

RG2
Thinking Frameworks in Regenerative Governance
PDF | Deck | 20 Slides
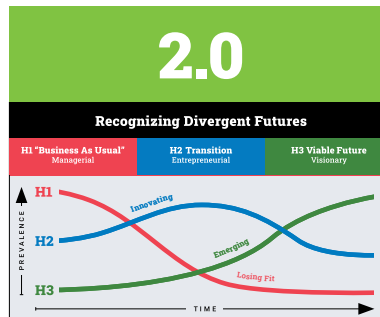
Six Thinking Frameworks

Regenerative governance is a living systems perspective that grafts onto conventional governance to support transition from "business as usual" towards thriveable futures.

1.0

Seeing in Systems: The Relational Web

Zooming Out
Systems, relationships, perspectives, and ripple effects

Zooming In
Unique situations, intents and options both inside the organization and at any point in the web

Zooming Out, Zooming In

Zooming Out, Zooming In takes in views from different system levels with different ways of knowing in order to perceive wholeness: influences, impacts, dependencies, and evolving relationships.
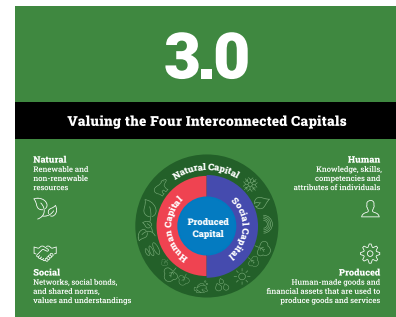
What are the conditions and who is with us?

2.0

Recognizing Divergent Futures

H1 "Business As Usual" Managerial **H2 Transition** Entrepreneurial **H3 Viable Future** Visionary

Three Horizons Thinking

Three Horizons Thinking applies the framework of three major stages of systems change in order to contextualize deliberation.
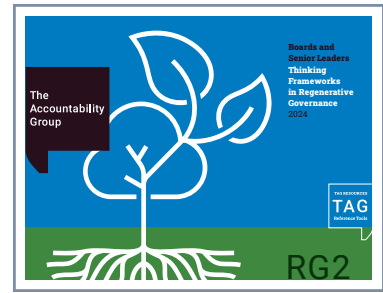
What do we want and expect?

3.0

Valuing the Four Interconnected Capitals

Natural Renewable and non-renewable resources

Human Knowledge, skills, competencies and attributes of individuals

Social Networks, social bonds, and shared norms, values and understandings

Produced Human-made goods and financial assets that are used to produce goods and services

Vital MultiCapitals

Vital MultiCapitals values assets beyond the financial that together support the thriveability of whole systems within nature.

What is "well-being," "sufficiency" and "enough" within our context?

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Boards and Senior Leaders Thinking Frameworks in Regenerative Governance 2024

4.0

Leaning into the Patterns of Change

The Adaptive Cycle

The Adaptive Cycle appreciates the cyclical nature of all things, how adaptive change happens, and where innovation emerges.

What change must we accept in order to evolve?

5.0

Transitioning Towards Thriveable Futures

Conditions, Conditions

Conditions, Conditions creates circumstances and parameters for adaptation that allow people to develop their capabilities and make purposeful contributions.

How will we develop the capability to do what we need to do?

6.0

Redirecting to "What Really Matters"

New Story

New Story attends to what really matters now, and for future generations.

What ultimately matters?

1.0 | Zooming Out, Zooming In

Zooming Out, Zooming In takes in views from different system levels with different ways of knowing in order to perceive wholeness: influences, impacts, dependencies, and evolving relationships.

The aim of conversation is to develop a shared working sense of the dynamics relevant to the organization—including how systems are changing, what interdependencies there are, and the layers of effects.

In the scan, do not get bogged down in details or overbuilt a data system.

What are the conditions and who is with us?

GOAL

Minimum Competency in Systems Thinking

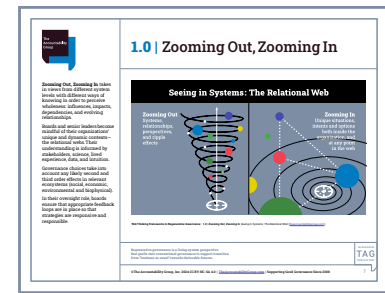**Professional development includes:**

The basics of complex systems dynamics

The effects of human impact and climate change (ecological literacy)

The ecology, people, and history of places where we live, work, and have influence

The impacts of the organization's activities (1st and 2nd order effects)

Group Notes

GOAL

Openness to More Reality and Systems Feedback

What do we expect will be the conditions forward? (See also 3H Thinking)

How healthy and resilient are our people, processes, and systems?

How healthy and resilient are systems externally?

What feedback loops do we need?

GOAL

Network of Relationships

With whom do we have connections?

What understandings, governance instruments, processes, and informal commitments connect us?

What perspectives must be integrated into the choices we make moving forward?

How can we approach our work in more relational ways?

2.0 | Three Horizons Thinking

Three Horizons Thinking applies the framework of three major stages of systems change in order to contextualize deliberation.

The framework offers a vocabulary and structure for the exchange of different views of the future, developing foresight along three horizons.

H1 Business as usual
(short-range)

H2 Transition and a time
of disruptive innovation
(mid-range)

H3 More perpetually thriveable and
involving transformative innovation
(long-range)

The aim of conversation is to make assumptions explicit, and to explore emerging change to become more "future-ready."

Reference Note:
Comprehensive guidance on the use of the Three Horizons framework is available at (https://www.h3uni.org/tutorial/three-horizons/) and (https://www.iffpraxis.com/three-horizons).

GOAL

Use of the Framework

Can we use this vocabulary and structure to explore how we might react to the impacts of short, medium, and long-range change?
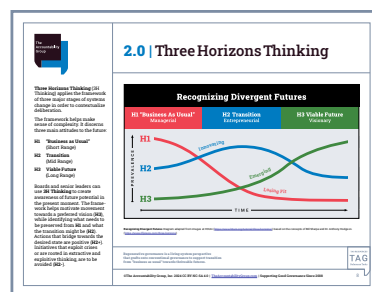
To share our competing values and perspectives about the future?

To distinguish between incremental and transformational change?

To create a narrative 'backbone' of the change we expect to navigate?

Group Notes

What futures do we want and expect?

2.0 | Three Horizons Thinking

Recognizing Divergent Futures

GOAL

Foresight in Multiple Horizons

What viable futures can we imagine?

What is losing fit and what is flourishing?

Does our purpose express contribution and value that will be resilient (and not degenerative) through H2 and into H3?

How do we see transition happening?

Reference Note:
See Three Horizon resources for many important questions in sequence.

GOAL

Capability

What attentions, understandings, and skills will help us/the organization navigate?

Where are the pockets of H2+ innovation now?

How do we bring younger people forward to contribute their energy and genius?

What new paradigms do we need to better understand?

3.0 | Vital MultiCapitals

Vital MultiCapitals values assets beyond the financial that together support the thriveability of whole systems within nature.

The aim of conversation is to recognize that the organization affects the "health" of many capitals, and to set in place the basis for individual, organizational, community, and wider well-being.

Capitals may be:

Financial
Material
Social
Natural (Living)
Experiential
Intellectual
Spiritual
Cultural

What is "well-being," "sufficiency" and "enough" within our context?

GOAL

Investing in the Health of the Capitals

What vital capitals sustain us?

In what we do, how can we promote quality, health, and vitality?

What will we do differently so as not to be degenerative?

How do we foster a culture of stewardship in which everybody searches for opportunities to reduce consumption, and implement circularity and reuse?

Group Notes

TAG RESOURCES
TAG
Reference Tools

GOAL

A Wider Boundary of Care

What network of alliances supports the well-being we depend on?

How can we help strengthen (and not just depend on) the well-being of the bioregion and community?

How do we deeply deploy concepts such as "enough," "sharing," "fair," and "future-responsible?"

How will we work with and engage others in regeneration?

GOAL

Awareness of Impacts and Dependencies

What aspects of wider well-being do we impact now, and how?

What are our indicators to monitor MultiCapitals?

How will we ensure our sustainability is context-based?

How do we ensure governance policies and instruments reflect the change we would like to see?

4.0 | The Adaptive Cycle

The Adaptive Cycle appreciates the cyclical nature of all things, how adaptive change happens, and where innovation emerges.

Having an understanding of cyclical change helps us anticipate systems change and prepare for down and upturns. Governance is needed to clear the way, while maintaining sufficient stability in critical aspects.

The aim of conversation is to perceive the seasons of change and enable transition in a "bend, not break" way.

What change must we accept in order to evolve?

GOAL

Sorting What is Future Fit
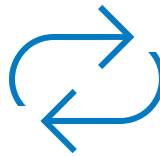
In order to catalyze transition, what do we need to:

Redistribute and support?

Shift and align?

Devolve or let go?

Grow new?

Group Notes

GOAL

Good Growth

What will supporting organizational health, balance, quality and good growth look like?

Which current activities do our people (and stakeholders) believe are "future-fit"?

How do we foster a culture that encourages exchange and innovation?

How can we express our regenerative purpose throughout our circle of influence (customers, clients, suppliers, and network partners)?

GOAL

Unlocking Energy

If we had no encumbrances, where would the energies of our people lead us?

What policies create friction, restrict diversification, and choke autonomy and experimentation?

What policies will help us proactively adapt?

What must we now recognize and reward?

5.0 | Conditions, Conditions

Conditions, Conditions creates circumstances and parameters for adaptation that allow people to develop their capabilities and make purposeful contributions.

The aim is to—with management and stakeholders—establish and maintain conditions to facilitate adaptation and increase organizational vitality, while meeting the board's legal responsibilities.

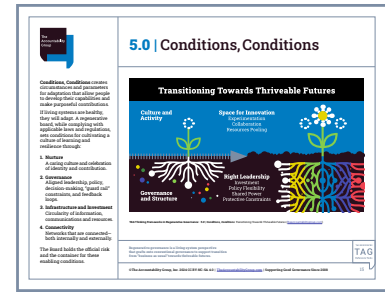# How will we develop the capability to do what we need to do?

GOAL

Right Leadership

How do we choose and support leadership to nurture the desired culture?

How do we position the next generation in our regenerative approach?

How do we support our people and teams to develop their purpose, agency, and leadership with us?

How do we align goals and rewards to support—not thwart—regenerative work?

Group Notes

GOAL

Flows and Opportunities

How will we ensure that information, resources, learning opportunities, and power become available throughout the organization?

How do we flow energy, resources and funding to regenerative processes in an allocation that will be transformational?

How can we design for evolvability?

Could we partner for better conditions within an ecosystem approach?

GOAL

Enabling Culture

What conditions allow expression of unique skills, even "genius?" of our people?

How can we have oversight without over-controlling those matters in which people require greater latitude?

What is the wider culture we want to foster?

How will we help set the culture with our own words and actions?

6.0 | New Story

New Story attends to what really matters now, and for future generations.

The aim of conversation is to contribute to wider history-making in novel and energized ways based on the most abundant vision of the organization meeting the future.

Examples of meaningful questions:

What is leadership now?

What will be our legacy?

Ten years from now, looking back as a board, what will we wish we would have done at this time?

How do we link the past and present to a more empowering narrative for our future?

What ultimately matters?

About the Regenerative Shift

In a regenerative approach to governance, living systems perspectives and complexity awareness become vital competencies not to predict and control the future but to navigate a life-affirming direction in the face of uncertainty.

Sense-making precedes, underlies, and supports all the other board functions. Responsible individuals and directors especially, are the human algorithm to course-correct in complex conditions. The board can, with management and stakeholders, identify the adaptive challenges at a high level and promote attention to the conditions for successful transitioning.

Boards, directors, and management can anticipate that they and their organizations will stumble, experiment, iterate, collaborate, and innovate in messy ways. What helps will be a persevering integration of the strengths of conventional governance with a regenerative approach.

Conventional Governance

Top-down control

Linear. Tight coupling of goals, strategies, processes, and measures to expected performance

Focus on survival and/or growth

Short- and medium-term planning

AN

Group Notes

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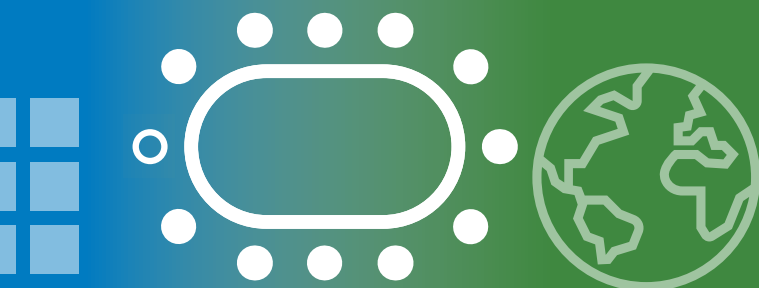..

Boards can be anticipatory, courageous, grounded and relentlessly constructive.

INTEGRATED APPROACH

Regenerative Governance

Supporting learning and adaptive innovation

Whole systems context and emphasis on place, culture, and nature dynamics

Mutuality in relationships

Focus on conditions for vitality and health long-term

Initiating the Regenerative Shift

Both learning and unlearning are required to shift towards a regenerative direction.

Each organization must navigate its way to resilience and contribution in the new reality, and reconcile short and long-term interests. Organizational purposes and activities may have to evolve or be supplemented. Boards and senior leadership will want to engage the intelligence, creativity, and participation of their full range of stakeholders both early and wisely.