Within a few generations, our world has profoundly changed and humanity finds itself in a situation that differs fundamentally from any prior state. Our knowledge and technological capabilities have developed with exponential speed and have given us an infinitely better understanding of and bigger influence on the “hard” (material) as well the “soft” (human behavioural) world around us.

Simultaneously systemic complications (number, variety and interrelatedness of factors influencing local and global development) have increased dramatically. In addition, the social diversity (gender, religion, age, nationality, ethnicity etc.) of people involved in societal issues has increased because of intensifying communication and mobility. Finally, the notion that human activity is reaching its limits with regards to the available resources and ecological carrying capacity of our planet gives an acute feeling of global interdependence and puts extra pressure on global society. In this Passion Code we will comprise these three interrelated phenomena under the term complexity.

Our belief and commitment
At Perspectivity, we are convinced that with the knowledge, technology and resources we have available, there are fantastic opportunities for mankind to live and develop with meaning and dignity in a sustainable, mutually enriching relationship with his environment.

What we see, however, is social and political turbulence and ecological deterioration. In our efforts to answer the challenges facing us, we tend to focus on discussion, on taking opposing stands and winning the debate through argumentation. The optimal outcome is explored through polarization of divergent views in an effort to arrive at “the one best solution”. With this polarizing model of interaction, humanity has achieved huge technological and societal advances. But in dealing with complexity, these ways don’t seem to work. Instead, they seem to bring us social stalemates, deepening divides and, in the end, existential crises.

Perspectivity is a (com)passionate response to this discrepancy. We are convinced that people are able to unlock their collective wisdom, passion and creativity if they engage in inspired dialogue and self-reflective learning. And it is our sincere belief that through such processes of interaction they will be able to deal with the complexity of our today’s world, to make full use of the potential of their diversity and so to grab the opportunities for building a humane and sustainable society. We at Perspectivity are deeply committed to making a maximum contribution to this happening.
Dealing with Complexity
If we want to create conditions in which inspired dialogue and self-reflective learning can emerge we have to understand and guide the processes of interaction. In situations of complexity, we always have the choice to focus on what is common in an issue, and on what is different. And each of these focuses can take two shapes (see the schemes presented below).

Focusing on differences, through:
• **Self-expression**: Seeking self-realization by developing and expressing one's unique and pure authenticity; aiming to distinguish and excel in order to achieve something better than is available now. OR:
• **Polarization**: Magnifying differences and classifying them as better versus worse; focusing on winning the debate in order to pursue one’s own predefined ideas.

Focusing on what is common, through:
• **Appreciative understanding**: Suspending judgement and prejudice and listen openly with the aim to truly understand the other in order to discover common ground and expand it by embracing differences. OR:
• **Enforced unification**: Forcing unity, orchestrating, centralizing and standardizing; applying power to suppress differences and bring into conformity.
In complex situations, when we focus on differences through polarization and on what is common through enforced unification, we tend to create degenerative solutions, with outcomes that are characterised by resistance (as a result of win-lose situations), conformism or subjugation (submitting to the strongest e.g. the one with the most votes), compromise (everyone can “live with it”), or divorce (agreeing to disagree and parties go their own way). All this often leads to outcomes that are a far cry from what could have been achieved if the collective creative potential would have been brought to expression. Because divides and frustration are by-products of such processes, the agreed solutions are mostly not sustainably implemented.

On the other hand, when we focus on differences through self-expression and on what is common through appreciative understanding, we tend to create generative solutions, characterised by integration (bringing the best of multiple parts together), creation (the free flow of inspiration to realisation) and innovation (the actual implementation of change). In support of a common purpose, we tap into the collective wisdom of the group and the collective potential is brought to full expression. Because energy and enthusiasm are by-products of such creative processes, we tend to follow-through and sustainably implement the ideas.
Although this second route is very rewarding it takes great personal investments to interact with appreciative understanding and self-expression. To do so need to identify the drivers in us to do so:

The driving force for appreciative understanding is compassion, the endless source of curiosity, mildness and patience that brings people to truly interact with others and their environment in a way that creates sustainable value and is creative. It opens people’s eyes for the value in what is different and helps them to protect what is unique, scarce and vulnerable. It invites others to open up and share their most inner and valuable thoughts and creates a sense of unity and wholeness that overcomes any differences there may be.

The driving force for self-expression is passion, the endless source of energy and inspiration that brings people to do what they do with unbridled enthusiasm. It makes them reveal the very best they have to offer and persist in the face of adversity. They feel how much more meaningful their role as leader, manager and professional is for their communities, businesses and families when all of their actions are based upon their passions.

Inspired dialogue & self-reflective learning

The concepts of inspired dialogue and self-reflective learning are central to Perspectivity. This is how we define them:

**Inspired dialogue**: a process of interaction among a group of multiple stakeholders, whereby all perspectives on a common issue are passionately expressed and appreciatively understood in an engaging, structured and balanced manner. Multiple perspectives are valued and integrated into creative, often innovative, shared solutions for complex challenges. Inspired dialogue is a fertile ground for self-reflective learning.

**Self-reflective learning**: a process of inner dialogue that leads to reflection on real experience or new information, of openly and honestly testing these against broader concepts and earlier assumptions, accepting any differences and integrating them into new insights. Self-reflective people actively create, capture, transfer and mobilize knowledge, skills and attitudes that enable them to adapt to a changing environment. Self-reflective learning is a capacity that strongly enhances the capability of dialogue.

It is our purpose to help people deal with complexity by co-designing processes that enable inspired dialogue and self-reflective learning through an iterative process of appreciative understanding and self-expression.

**ABOUT PERSPECTIVITY**

Perspectivity is social enterprise full of committed facilitators dedicated to helping build sustainable organizations and communities. It is our sincere belief that through facilitating interactive processes and tools, people will be able to manage the complexity of today’s world. We work with governments, businesses, NGOs, universities and individuals all over the globe.

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