



A Path with Heart

A Nonviolent Communication & Social Change Telesummit



Gregg Kendrick

*Creating Workplaces Where
People Thrive*

This is a transcription of one of the interviews from A Path With Heart, the 2013 telesummit on Nonviolent Communication (NVC) and Social Change, produced by Alan Seid of Cascadia Workshops and the Blackbelt Communication Skills Program. More than 1600 people from over 40 countries registered for this event. Each call had live listeners and a question & answer period.

Gregg educates and consults on topics related to communication and collaboration on teams. He specializes in helping work teams to apply needs-based structures that encourage ‘power-with’ rather than ‘power-over’ interactions for increased productivity, profit, and morale. Gregg founded Basileia LLC in 2004 to “create workplaces where people thrive.” In 2012, Basileia joined the Integrated Clarity Globally Team to collaborate with Marie Miyashiro, consultant and author of *The Empathy Factor*.

“To me, one defining quality of living organizations is that the 'I' gets bigger within a living organization. The 'I', the 'You', the 'We' shines brighter within a living organization that nurtures and fulfills us. Do I get bigger by being a part of it or do I get smaller?”

~ Gregg Kendrick

Alan Seid : Hello everybody and welcome. This is Alan Seid.

We are together here, and this is *A Path with Heart*, a telesummit on Nonviolent Communication and Social Change.

The reason I created this telesummit is because this is a topic whose time has come.

Our planet's life support systems are going through significant stress. At the same time, human society is in an unprecedented time historically.

Never before have there been so many humans on the planet at one time.

Never before have we humans been so interconnected, and starkly aware of our interrelatedness and our interdependence.

Never before has the human family experienced such promise, such peril, and such opportunity.

Marshall Rosenberg's process, Nonviolent Communication, which was named out of a sense of alignment with Gandhi's movement of truth-telling and compassion, is a world-famous, proven, time-tested methodology for:

- creating exceptional personal and professional relationships,
- for offering compassionate understanding to others (and knowing when and how to ask for it ourselves),
- for preventing and resolving misunderstandings and conflicts,
- for speaking our truth in a way that is more likely to lead to harmony than conflict,
- and for creating mutual understanding without coercion.

In this interview series, I'm conversing with NVC trainers for whom I have a great deal of respect and whose work I admire. Please keep in mind that I'm keeping all the lines muted for now to preserve the quality of the recording for future listeners.

My guest on this call is Gregg Kendrick. Greg speaks, hosts workshops, and consults on topics related to communication and collaboration on teams. He specializes in helping work teams to apply needs-based structures that encourage 'power-with' rather than 'power-over' interactions for increased productivity, profit, and morale. Managers manage less while the team achieves its goals with more personal meaning. At the core of Gregg's work is a process of needs-based communication (NVC). His work involves not only applying NVC as a communication process, but also on applying it for personal mastery and to needs at the organizational level. This unique focus on connection to human feelings and needs on three levels – within ourselves, with others, and within the systems we work – empowers a dynamic integration of human

connection with business purpose, of gentleness and fierceness, that enlivens business to “higher ground.”

Gregg founded Basileia LLC in 2004 to do consulting, training, and coaching internationally to “create workplaces where people thrive.” In 2012, Basileia joined the IC Globally Team to collaborate with Marie Miyashiro, consultant and author of *The Empathy Factor*.

Alan Seid: Gregg, Welcome!

Gregg Kendrick: Thank you Alan, delighted to be here with you today.

Alan Seid: Really glad to have you here. Let me ask you about your work with applying NVC in workplaces. So how did you get started with that and what made you decided to go there?

Gregg Kendrick: Alan, around 2000 in my business, I was CEO. I owned a business, at this point I’d had it probably for about 15 or 16 years. I discovered NVC around that time. It was a piece of a path for me that I look back and see it was really a spiritual path. I wanted more meaning in what I was doing, especially in the workplace, but much bigger than that, in my life as a whole. So through a series of things, a few pointers—I call myself a sledge hammer spiritualist, I have to be hit pretty hard multiple times to change my course—but after a few of those sledge hammer hits I bought the NVC book. I was very impressed with what I saw. It very much touched on things acting in my life, certainly in the workplace the way that I wanted to lead the business that I had at that time. Also around that time I had some young children, I guess my oldest in 2000 was about three, and she was old enough to be biting her sister on occasion and my wife and I were clear we wanted a new way to engage with them, not the way that we knew as children.

So there were several things that were really in alignment as I discovered NVC. My first experience was a nine day IIT. It was in Puerto Rico and I was just blown away by the experience, so impacted that I knew as I left that two things were clear: one, that I really wanted to embrace what I had just experienced, that I had experienced things that I didn’t know existed. Then the second thing is that I was really moved to share it. I wanted other people to have that experience, and one of the first groups I shared it with were the people in my own workplace, in my own business. They had known I had gone to such an event and they knew that I wanted to create a workplace that I had described. I wanted it to be a workplace where people somehow were enriched by being touched by our workplace environment. So I was always looking for ways that we could enhance that, whether they were an employee or vendor or customer. It didn’t matter to me. And as I discovered NVC, I realized this was such a significant process to really take a quantum leap into that possibility of creating the kind of workplace that I wanted to do. So I had the privilege of being an owner, a business owner, and a CEO. For a period of about two and a half years, I got to hold the possibility of deeply embracing what this process is and what its leading us to. This was done not only in the

way we communicated with each other and the way we were able to work through conflict that might show up, but also how might it impact the very structures of decision making, how we were organized, the processes, everything about our business. I really was interested in seeing through new eyes so that it would be a place where people would be vibrantly alive and that we would fulfill the purpose that we were there to do. So you now, I immediately started sharing the process with people at work. We had an internal practice group at lunch time that we did and it just blew me away, even the first time I shared it when I just came back from the IIT. I shared my experience as best I could share it with people there. I noticed there was a person, it was a salesperson in the room, that seemed very clearly touched by what had happened. In fact, I could see that he was tearful and on the way out he asked to speak with me. So I took the opportunity to talk to him and realized somehow it had stirred up things in him just hearing about my experience at the IIT. So we ended up talking for twenty to thirty minutes and it really became this real empathic listening that I had just experienced and then had the opportunity to participate in with this employee who was so moved by the workshop. I was so excited to have such a real experience after just coming back from the IIT and seeing him share what he had and end up sort of feeling giddy at the end of the conversation and saying, "I can't believe I just shared what I did not only with my boss but my boss's boss." (Laughs). Here we are kind of laughing about it in this point of time. But I got to see very quickly through that experience and others how powerful this way of being in the business. Empathic listening, the need for empathy, is so valuable when it's given a place to be appreciated and to be present even in the workplace, or I might say especially in the workplace. So that was one of my first experiences there, and I think it transpired from that business, two and a half years, to actually explore how deeply we could integrate it. I was so awed by that experience that then I was clear that I wanted to take that kind of experience out into the world and share it with other businesses. So since 2004 that's what I've been doing is sharing the work with other workplaces, either for profits or not-for-profits, and both as a communication awareness and communication process as well as the kind of deeper sense of how does it impact processes and structures within a business.

Alan Seid: So, Gregg, I've taught NVC in businesses and in business environments, but I regard you as a real expert in that area and one of the things that I come across is this tension that happens when in workplace setting there are time constraints, there are expectations about what we are achieving and producing, and of course there's the whole fact that a business needs to remain viable financially in order to keep their doors open. One of the tensions that I've come across is when employees have an interpersonal conflict and to what extent are they supported in working that out at the workplace, taking "work time". When we bring NVC to workplaces, oftentimes we say, "Part of the work is smoothing out the interpersonal relationships, becoming more effective and more vibrant as a team. At the same time there's that tension when people start to process their stuff with each other during the workplace time. Have you come across this tension and how you do you deal with that?"

Gregg Kendrick: And I want it to be clear, Alan, is the tension sort of taking the time to deal with those issues, is that the tension you're experiencing?

Alan Seid: Yes, taking the time to work on those issues and the owner of the company wanting to support people taking the time to work on those issues. Like the specific workplace I'm thinking of was a grocery store, the only all organic grocery store in my area, forty employees, I trained everybody. Two people that are supposed to be doing customer service or stocking the shelves are now having a conversations in one of the aisles, or they go to the back to work something out but now there's nobody on the floor to help customers. So how do you do both?

Gregg Kendrick: Right, right, I see the tension that you're talking about.

Alan Seid: Do you run into that often? That's of the question.

Gregg Kendrick: Right. You know, I used to actually teach NVC in the workplace, and I would say that what I do now is that I introduce tools and processes that help them achieve what they want to achieve. If that's collaboration or dealing with internal conflicts or the pink elephant in the room where people aren't speaking, then I introduce those things that people need in the organization to address what's going on. But I think that any business owner in particular knows the cost of people who don't have good working relationship in the company when people are upset or angry or when you are working around someone rather than working with someone in terms of an employee that's there. So I think it's very easy to see the cost of relationships when they're not working well in an organization, and so by bringing in some ways of working through those relationships in ways that enable the staff, the employees, the managers, whoever it might be, to actually find a way through rather than working around can be very powerful. You know, I think it's also become clear that the amount of time spent when you don't deal with relationships can become quite high, the sort of impact of not dealing with them, the way it shows up with unhappy customers.

Say Bob, the grocery clerk, is upset so he has an interaction with a customer. That customer didn't like that interaction so they complain to the management, etc... It can be a real spiral of behaviors that you're not enjoying within the workplace. At the same time, in the situation you describe, you need to keep people working, so we would want to create some situation. What I've historically done is where you would have some chance to deal with those relationships but not when you're on the sales floor obviously. So most of the work I've done has been with management teams within an organization who then carry the work on to their particular staff or whomever they might have that they're working with. I think it's a natural tension and I like to distinguish the difference between learning NVC or learning needs-based communication, which takes some time as learning anything does, versus when you have some level of proficiency with it. I believe in fact, I know from experience, it is much more effective and efficient to deal directly with these sort of issues as they come up rather than let them fester and have all these various ways that they pop-up that diminish the working environment and diminish the client experience, the customer experience within that.

Alan Seid: So it's clear to me that you do a lot more above and beyond Nonviolent Communication and you share other tools, processes, methodologies that are consistent, compatible, maybe even synergistic with Nonviolent Communication. What are some of the top tier tools, processes, methodologies, structures, the ones that you tend to teach the most or use the most because you find them so valuable and so effective, what are some of these?

Gregg Kendrick: You know, one of the first ones, Alan, is to get people in an organization to connect with what I've called the shared purpose. That is the reason that they're there, something that draws them together as a fundamentally different sort of entity than the way many organizations are organized. So I often call this the 'heart transplant' of an organization, that for very many organizations, the focus is on the boss. It's on whomever that leader might be and the way to thrive in that workplace is to figure out what the boss wants, and so it becomes very person-centric. That is that I need to find out what the boss wants and then organize, orchestrate my behavior around that. And the 'heart transplant,' so if I made a diagram here, we as circle of people are looking to the focal point of that circle being the boss or the leader. The heart transplant that I enjoy moving organizations towards is to take that boss or leader and bring that boss or leader into the circle and instead put up whatever that shared-purpose is as the focal point of the group. What is it that drives that organization, what is it there to fulfill? Then everyone is focused on the purpose and we're all measured in terms of our performance, our ability to fulfill what we're there to do, including the boss, including the CEO, or the manager or whomever, you know whatever that title might be. So it shifts the alignment of an organization to be around an intrinsic motivator in terms of the shared purpose rather than the extrinsic motivation that exists in so many of our organizations.

So that's a very fundamental piece that I like to do very early on, even in the work I'm doing now with Marie Miyashiro and her Integrated Clarity Process. One of the reasons that I've enjoyed working with her is how much her work reflected the same qualities of the work that I had been doing before I met her a couple of years ago, and what I really enjoy about the Integrated Clarity Process is that it specifies these sort of top level source needs, as we call them within Integrated Clarity that define the identity, the life affirming purpose, and the direction of an organization. Those are sort of early core-structures that really help an organization get aligned so that the entire organization begins to function differently. We always start with that sort of clarity before we start looking at other things with other organizations.

Alan Seid: So it's almost like a heart transplant plus chiropractic alignment?

Gregg Kendrick: It's absolutely true! You know, the whole idea in systems theory is there is an autonomous system function when you have a clear aligning force in conjunction with autonomous elements that that force acts on. So it's true for inorganic things like a magnetic field and iron particles and it's equally true of human systems where you have a clearly aligned identity, the purpose and the direction, and then people who are given a great deal of autonomy, in terms of how they will fulfill in

alignment with the identity of the organization in the direction of the purpose. The direction itself specifies the kind of broad stroke over-arching strategies of where we're focusing over the next two, three, four years, something along those lines.

So, it just creates an environment where people can show up fully rather than have a sense of being told what to do, or you know having that sort of struggle between 'power-over' ways of leadership and 'power-with' leadership. We want to lead organizations toward much more of a 'power-with' structure. And even as I say that, I want to qualify that leadership is still very much a part of the 'power-with' structure. At least as I practice this work tangibly in the workplace I see leadership to be a vital component, so it does not do away with leadership but it does away with a kind of leadership that I would call 'power-over.'

Alan Seid: So I want to come back to this question of leadership and stay a little bit with this topic. So you do the heart transplant, which is really clarifying, I'm going use my own words, but the vision, the mission, the purpose and some of these words you used, really get everyone aligned. Get everyone asking, "Why are we here and what's the purpose of the organization and how does it align with our own interior purpose?" And you mentioned the Integrated Clarity Process. What are other methodologies or structures that you find yourself using a lot or introducing to your clients a lot?

Gregg Kendrick: You know, they make up a lot of their structures, so I'll give you some examples. So in an identity, the organization comes up with its values. Let's say they come up with one of our values as, I'll say collaboration. Then it immediately becomes a quest for then how do you bring collaboration into your organization. If they value collaboration, what structures do you build within the organization, what systemic structures? It doesn't work if they want collaboration and everybody goes off on their own to figure out what that means. How do they build it into the very fabric of the organization that they're creating? So for instance, they may come up with an idea. Say, they want to introduce some technology into it. So they use technology called "yammer" that is actually an internal communication platform that is much more open and transparent than email for instance. So it becomes a way, a possible strategy for people to enhance and nurture a more collaborative environment within their organization. So that's an example of a structure.

In my own business we created a separate room. One of my colleagues came into my office one day as we were creating an environment that really valued empathy, valued connection as a standard part of the work day. She said, "You know, Gregg, it's sometimes hard as I'm sitting at my desk and my phone is blinking on and off and the phones' ringing and my computer is there with all of its notifications and all. It's a bit hard to create either the quality of conversation that I want or my own internal reflection." She said, "Wouldn't it be great if we had some place within our workplace that we could go and either self-connect as we wanted to or connect with others and have a sense that the space itself nurtured that kind of connection that we wanted?" And I loved the idea and we actually had the opportunity to take some offices that were little used and we took out some partitions in there. I actually came in there with my

three-year-old daughter and we painted the walls gold. They were radically different than any other walls in the building. We put some comfortable furniture in there, we put a stereo sound system in there and it became our “gold room.” And it became very symbolic of if you wanted to either have a connecting conversation with someone or if you needed a place for just some personal reflection during the day, it became a place that you could go to. So again, there’s another structure that popped out of our own desire to have a space that was nurturing of this very quality that we wanted.

I’ll put it in this light, we have toilet facilities for basic human function within the workplace, we have kitchen facilities for basic human needs within the workplace. So creating a space that’s about empathy and about people connecting with one another seems to be a very natural piece once you begin to value that kind of quality within your workplace, to create a physical structure to hold that within the workplace. So there becomes actually just a huge number of possibilities of the kind of structure you build to support whatever it is that that particular workplace says that they value. That can be either in terms of their tangible values that they want reflected in their culture or in terms of the broader direction or purpose that they have for the organization. They are not just words on the wall, they become sort of beacons to say how do we create this for everything we say that matters to us within the workplace. Then I’ll ask questions, “How do you create that? How do you bring that into the workplaces in systemic ways? How do you create structures that enable that quality to exist within the workplace? And ultimately, how do we even measure it? How do you be sure that you’re creating the kind of workplace that you say you want?” So there’s a whole bunch of them.

I’ll also throw out one thing that I’ve done a fair bit of work with is Dynamic Governance or Sociocracy as a source of fundamental structure or decision-making and governance within an organization. Though I will say I’ve tweaked Sociocracy or Dynamic Governance to a certain extent in that I want needs to be deeply embedded in the strategies for how it is implemented within an organization so it still keeps the core-structure and integrity of Dynamic Governance. But I wanted it to be seamless with a sense of how I was also implementing NVC structures within that organization and needs structure. I would say across the board all the work I do focuses on needs-based structures and processes and communication. That is the heart of the kind of work that I do and what makes it unique within the organizations I work with.

Alan Seid: Wow, love it! So I love this idea of not just allowing these words that were created in a retreat to just be words. And I like the language you used: allowing them to be beacons that guide us. How do we actually implement this? How do we actually embed it into the tissues and the structures of our day-to-day functioning? So I imagine, and this is something I want to get your take on. I imagine there are limitations that comes up in groups in terms of creating their own structures and processes that will support fulfilling needs and fulfilling their values in the mission and vision. I’m assuming that there are two primary limitations: one is imagination, in terms of what they can come up with and how to creatively problem solve. The other is our knowledge of things that are out there that already exist so we don’t have to reinvent the wheel. Would you

agree with that? That imagination and knowledge would be the primary limiting factors to creating our own structures?

Gregg Kendrick: I guess in real practice, I think the strategies fall out pretty quickly once I see organizations get clear on their values, the source-needs that I described before. Once they articulate those, once they can actually tell stories that exemplify those kinds of things, I think it somehow stimulates the quality that you're just talking about the imagination as to how they might be. But it amazes me how quickly an organization begins to shift and do things once they get a hold of the things that genuinely matter to them, and there's a sort of collective cohesion around what it is that matters as part of the process that we work with. In fact, it is a discriminating cohesion so that as you define the values of an organization, it changes it in certain ways. If they were not defined before and they become clear, then it tends to magnetize people that resonate with those same kinds of values and qualities, and it tends to repel people that don't resonate with it. So it's very common as I'm working with organizations that there are changes that are going on in that organization over time, over that first year or 18 months. Certain people will be joining the organization and certain people will probably be leaving that organization as a result to these changes. But I don't see much limitation in terms of them actually finding strategies. I guess what I actually see is what they're ready for, that every organization is ready for some first step in that direction.

I mentioned Dynamic Governance. I think that's a huge step, and not many organizations are ready for that much of a structural change, but they are maybe ready to have a monthly circle where they can take the time amongst their team to just have a chance for each person to voice what they see as important to their team and simply be heard about that in ways that often don't happen in your week-to-week, day-to-day operational meetings. There's always some sort of a first step. So I see that what I do is just helping people identify what matters and leading them into that next step that they're ready to do. I almost always see that as something that arises quite readily in that clarity and that they are ready to do.

Alan Seid: Aha, got it! So here's the 64 billion dollar question. Can that scale up? What you're describing, which I find really beautiful, around collectively getting clear about what matters, aligning behind that, and then allowing how we do it to emerge from there, can it scale at the level of say governance and maybe national governance? I mean, have you given that much thought, in terms of how we humans, self-govern?

Gregg Kendrick: You're certainly leaping me out of my zone of familiarity if not competence, Alan.

Alan Seid: Good!

Gregg Kendrick: You know, so I've done work with larger organizations, well, most of the organizations that I've worked with have been twenty, fifty, a hundred people. But I've worked for some larger organizations, but no matter where you go, you're working with a team of people and I think all of this work that I'm describing applies at the level

of a team. And you can take that team that can carry it forward into other teams, so working teams of people are about the same size no matter where you go in an organization. So I have great confidence that it could scale at that level, and I've not done the bigger work. I'm definitely confident that this same process would scale in any size organization, but I will say that the sort of work I do involves the leadership. So unless the leadership is on board and is inviting this new way of leadership showing up and inviting other people to show up within that 'power-with' structure then we don't go anywhere. So it's not, at least in what I'm describing right now, it always involves that leadership is on board and wants to move forward with it. There's a whole other way to do it and I've seen people do this. In fact, I encourage people who are not the manager, maybe they're not the person that has structural power within their organization. I do think anybody can show up differently in the organization through this sort of consciousness and skill set that NVC invites us to. And you will have an impact on that organization, you will move it in the direction that you would like to see it move. It's just that that's more subtle and it takes more time usually to see the sort of transformative changes. That's really my dream is to help make the transformative change, even if that change is happening one step at a time. I can see people within the organization, leaders within that organization get things and see things that they didn't see before as they take each step of movement into that. So is it scalable? I think so, but I don't have any direct empirical things to support it at this point.

Alan Seid: Well, let me ask you a follow up question on something that you just mentioned. If somebody is not the boss or not the leader, let's say somebody listening to this call live or the recording. They work on a team or an organization. They're not the person who makes all the decisions but they do want to begin and bring these changes. You mentioned it might take a little longer, it might be a little bit more step by step, can you tell us how that person might begin to sort of prep the soil for what's possible later?

Gregg Kendrick: Well, you know it is actually the same thing I tell the managers and leaders I work with. The change you're wanting in your organization flows from you and it involves your own sense of changing yourself to show up in ways that are in alignment with the way you want to your organization change. So I think at any level of an organization, if you are learning the skills of NVC, it is ultimately leading into the consciousness of the perception of needs. Not just the observation, feeling, needs, requests vocabulary, but seeing it all through the lens of needs, seeing situations through needs. If you can see what appears to be an interpersonal conflict from the consciousness of needs and if you show up that way, the dynamics in the room are changed. Everything will be different if you show up and you express yourself in that way. As a leader, the skills of leading 'with' people are so fundamentally different than the skills of leading 'over' people. You really need to relearn what leadership is to show up in this way. If you're saying NVC and if you're saying words that use needs as a way of communicating but you're actually showing up in a very 'power-over-others' way, you're still sort of pressing on people. You're telling them what they have to do and the sort of energy that you bring to it is still very much one of 'power-over.' I think your energy wins, it trumps over any ideas that you want to put forward. So I very much see that it's both one's working on oneself to embrace and embody this new way of

perceiving through needs and also a way of expressing that, for me, shows up energetically very differently than the old way of perceiving through judgments and telling people what they are and boxing people in and things of that nature. So energetically it's very different and we really respond to energy whether we know anything about NVC or not. So those fundamental changes are different.

I'll even throw out another piece that has really shifted for me and my work that's related to what I'm saying right now. I very often was invited in to work in an organization because there's somehow relationship issues. They are the visible expression of a culture that's not working well together. In my early years of doing the work, I would very often do mediation or empathy or a variety of skill sets that would help these people work together better. And what I have found is that I would be invited back to do the same thing on a periodic basis, that it was a symptom of what was going on. It wasn't the source of what was going on. And the longer I've done the work, the focus becomes ever more present. You still get to see the health of the culture by looking at relationships, but it leads me to one of two places:

1. How are people showing up in that culture and encouraging people to develop skills so that they show up differently. And the core question there that I invite people to is, "How am I contributing to this situation that I'm seeing as a relationship issue? How am I contributing to it and what new choice could I make that would bring this relationship closer to the quality of relationships that we want within this culture?" So, that's on the one hand, looking at how people show up.
2. On the other hand, I like to ask the question, "How are the structures that we have in our organization contributing to this kind of relationship?"

I'll give you a kind of global experience I have. I am very often invited into management meetings or some sort of management discussion and I can tell very quickly, as I think most people could, just based on those conversation within five minutes or so I have a pretty strong clarity about how much 'power-over' is used within that leadership structure. How are people showing up in that meeting? And so that the structures we create for our organizations directly impact how people relate to one another, and if it is very heavy 'power-over' then you will have people that are fearful and people that then are reacting out of that fear in terms of their interpersonal relationships within that organization. So if we don't also address the structures that are holding the organization, it's very difficult to create the quality of relationships that you want. So I see my work now as less working directly on relationships but in fact working on the source of those relationships which is how people are showing up and also working at the organizational level with the structures and processes that we live within, inside that organization. We spend time looking at how those support and serve the kind of culture we want create. Wow, that's a lot of talking!

Alan: I love it! So you do your work with an organization and let's say you begin to implement some different structures that are different than what people have been used to. Do you find that sometimes it takes some individuals some time to trust that this is really going to work differently or that the boss is really coming from a different place or that this is going to actually work? Does that sometimes take a little while?

Gregg Kendrick: I would say it always takes a while, right? So it doesn't change overnight even if that person you know, genuinely wants it to change. It takes time, and by time it takes years for that to change in my experience, and I've worked with several organizations over periods of years just to see how things evolve over a period of time. But because not only is it that boss that you know, I think we remember all the bosses that we have had and our hesitancy to show up and speak our mind. So it's a huge undertaking for all involved to actually move in the direction of trust because that's the fundamental difference between these two ways of living and these two kinds of cultures. One is primarily based on fear. That is you know, the domination, the power-over culture which works because of fear. And the one we're inviting people into is based on trust and the trust is genuine. It's not the pretense of trust. It's the genuine valuing of people and valuing purpose. So I think that's an important aspect of bringing this work in. One thing I learned very quickly as I brought NVC in is that it's not all gentleness, we need both a gentle connective quality and we need a fierce connective quality as we do this work, especially in businesses. In more tangible, pragmatic terms, at the same time, we value connections among people, we need to value very deeply the purpose of why we're here and the fulfillment of that purpose, and in fact, hold that even more fully than we did before we were moving into 'power-with.' So both of those matter.

Alan Seid: Tell us more about the fierce connective quality.

Gregg Kendrick: Yeah, the symbol I principally use is purpose. That is we're here for a reason in a business. We're not a social club. We're here because we do something. We create a service or a product and we have clients that we provide that to. And if we're not doing it with a quality of excellence and of growth in terms of doing that then we have no reason to band together. So that if we let go of that, we actually lose our community. Our community is based on the fulfillment of that purpose with the products or services that we deliver. So it matters that we are able to deliver it. It matters that we are learning about how to deliver it in higher levels of what our customers want and how we could deliver those products to them. So all the things that make a healthy business still matter in these new structures.

Other ways that the fierceness shows up is when we have the hard conversations that many businesses don't have, the things that aren't talking about. We all have those people we work around. We have things that aren't spoken because we're a little worried about how they'll be received if we speak about those kinds of things. Every business I've walked in, my own and others I've done consulting with has those things. So in these new structures, in this new way of being in a 'power-with' structure, it is important that we have those difficult conversations and that we bring them forward. It is the courage to speak truth to what's seen. I consider feedback as the sort of blood flow within a living organization in these 'power-with' organizations. And feedback means that we authentically speak the truth to each other both about what's working and celebrating the things that are working well, that we're moving in the direction of our identity and purpose that we laid out and that we also speak when things are not

working and that we have a way of expressing that feedback. It isn't about blame or praise but about needs met and needs not met in that space. So it's those kinds of qualities, a level of authenticity and reality as well as a focus on purpose that I see as the fierce qualities in a business.

Alan Seid: So let me ask you a question about needs. In the year 2000 I attended, what was called the Conference on NVC and Social Change in Sedona Arizona with Marshall Rosenberg. We were there for I think it was three days or four days and Marshall and I got into a little bit of a discussion. I was really interested in whether organizations have needs, and he was pretty insistent that what he meant by needs was really only human universal needs. And yet I think there's something to this notion that organizations have needs even if we're using the same word to talk about slightly different things. So my question to you is, "Do organizations have needs and how are they the same and how are they different from universal human needs as we talk about them in NVC?"

Gregg Kendrick: I love the question Alan. I've seen this expand in me as I've done the work over these last twelve or thirteen years. So my first response and sort of my early holding of needs is that when I described this idea of shared purpose, I'm very much in agreement that needs flow through life, only through life. "Things" do not have needs, only life has needs. And so I see the whole idea of creating these living organizations as breathing life into a new entity. We define what the life-affirming purpose is for this organization that we're creating so we breathe life into this new organization as we come to our own clarity among ourselves what the purpose is of this organization. These needs flow through us as the people who are birthing this organization. In fact, the moment we do, they become our needs, too. They become inseparable because we are holding this organization that we want to fulfill its purpose. So they're sort of flowing both as personal needs and the 'needs of the whole' as I very often call them. I also call them needs of the "We", some sort of collective human holding of this new thing that we create. Through most of the years of the work that I've done, I saw those needs as emanating from the people who were creating this living entity and bringing it alive through their own clarity and consent around whatever those things are that define this particular organization that they're creating. In the last few years I've done the work, I've become clear that we are literally birthing a new living form. If we're creating it in the way that we're describing, as a needs-based structure that it values people, I am now clear we have the capacity to give birth to these things larger than ourselves that we can call organizations. I do think that term, organization, is tainted by hundreds of years that we created things that weren't living. Now I see that we are able to create living organizations through these kinds of processes, this kind of awareness, this kind of clarity of needs. We create these things that are larger than us of which we are part of and do have their own needs. How does it keep healthy so that it has all these various needs that are important for this thing that we've given birth to to go out in the world. It is not separate from us because we're integral to it. So it's as if we are all holons in this new structure that we're creating that by necessity needs to value the things that make it up, the life that makes it up, the human life. So I get very inspired by seeing our capacity to create these living things that are bigger than us. So all that said

I very much think we can create new entities that have needs that are beyond us and yet we share in those needs in some way because we're integral to them.

I just want to say, there's something really meaningful to me about the space we're in right now, Alan. And that is there's something here that ignites in me, it's as though there's something about our own human evolution. I think that to evolve the way we're meant to evolve, and I don't know why I'm even saying this or having a sense of this, but it's that we will come together and we will create things that are living and bigger than us. There are things we will create that we can't even fathom what will happen. I see that so central to our own evolution and in our own growing into our own potential. It's not just our individual potential but it is our collective potential that for me grows out of this capacity. It is absolutely huge to me. One analogy I use is of the cosmic symphony, that one day we'll play this music where we will all play the beauty of our individual instruments fully authentically as we're meant to play them and we will hear this cosmic symphony of this large overarching we that we are all a part of. And what sweet music that will be when we each show up fully in that kind of structure and being. This capacity we have of creating living organizations has that bigness to it to me.

Alan Seid: I just got goose bumps, and by the way Gregg, I think you'll really enjoy the interview with Kelly Bryson when you get a chance. Let me go with where I was going, and thank you for sharing that, I found it really moving and compelling, and I'm right in line with everything you're sharing. So it's almost like any organization, corporation, any institution, company, etc. has its own energetic quality that remains there, regardless of the individuals that come and go from that entity. I don't know if you're familiar with Holacracy. It's been described to me as an Integrally-informed version of Sociocracy. I guess the word Holacracy means governance by the evolutionary purpose of the organization itself and so becomes a form of "decision listening" rather than decision making. I just wanted to make that comment, I'm just curious what comes up to you hearing that?

Gregg Kendrick : You know, I'm somewhat familiar with Holacracy but not of the details, so I can't speak to the intricacies but I think that it's going in the same direction as these others. But again I can't go into the nuances of it.

Alan Seid: Yeah, I'm noticing that we're getting closer to the top of the hour here. I wanted to ask you a little bit more about leadership and your vision of leadership, and then I have one other question before we go to the Q and A and connecting with other people on the call.

Gregg Kendrick: Good.

Alan Seid: Let's hear about your vision for leadership and I want you to say a little bit more about that.

Gregg Kendrick: Well, I'm crystal clear of the importance of leadership and also of how it shifts in the kinds of organizations that I like to create, and I like to see a

transformation toward. I think sometimes there's a tendency to throw the baby out with the bathwater. We have an experience with leaders particularly in 'power-over' structures and we think that it's the leadership itself that is the issue. But the core role of leadership in these new structures is essentially to remind people of what matters. Leadership reminds people, for instance, of what I described the source-needs: who our identity is; what our purpose is, what our direction is. We want each person to be making decisions that are in alignment with those qualities, and then those deeper nuance qualities that flow in an organization. So it's not making decisions for people, it's being clear that they're autonomous. It's reminding people of what is the aligning force, if you will, that guides their decisions here. Leadership is supporting people and being clear of their choices as they see them now but not taking responsibility again for the decisions that individuals within the organization would make. So that 'power-with' is a very delicate relationship.

I worked with a woman who was a CEO, and she saw herself as a sort of supreme problem solver. So I would tease her. I would say, "It's time to take off your cape. That's not what the people need particularly in terms of how we're evolving in the organization. They don't need you to come in and solve their problems. What they need is just a place that they can come in when they are unsure what to do that and just be given the context from within which that they resolve their issues. They need to keep responsibility for their own problems and how they resolve them and what choices that they make there." I think that's a common difference between the old kind of leadership and the new kind. I think principally the old leaders like to solve other people's problems, that is to dehumanize all of us to believe that people are not able to solve their own domain of responsibility within the organization.

With the new kind of leadership, it does not mean that a level of support isn't needed, but again it's more along these lines of alignment. Anyway, that's the most fundamental piece is reminding people of the aligning forces. There's still a measure of seeing the whole and holding the whole I like to call it. Within any group or department everybody has their role and someone needs to be looking at the whole of what's happening at a level of coordination, at a level of asking, "What are the needs at the systemic level of our group functioning together?" That is the realm of leadership within that group.

One thing I really like about Dynamic Governance is that it brings up two kinds of leaders within every group. That on the one hand there's the 'Vertical Leader', the leader around purpose and fulfillment of why we're here, the more traditional day-to-day manager. So, I see that as the kind of vertical fierceness - let's get the job done. And it's balanced by what I call a 'Horizontal Leader' about connection and process, and that's the person who leads the circle each month as we're coming together and making that level of decisions as equals within the group that we have. Even if you don't have a Dynamic Governance structure, I really like that balance of someone holding the connectiveness of the people, that sort of horizontal quality, the gentle quality of holding a group together along with that directive quality of fulfilling the purpose and the products or services that your group is responsible for doing.

Alan Seid: Gregg, What's going on for me right now is a little bit of disappointment that we don't have another hour and a half together because there is so so much that I have to learn from you and that we have to learn from you, your experience, your perspective. So right now, before we go into the Q and A my question for you is, "If we want to learn more about Gregg Kendrick, about Basileia, if we want to avail ourselves of your consulting services, what do we do? Where do we go, how can we learn more?"

Gregg Kendrick: Well, I want preface before I say that, just something that I am touched by what you're saying right now, Alan, and that is I've been keenly aware for the last couple of years of how vital collaboration is in this work. A lot of early work I did, I did principally solo. I engaged in the work and my learning happened in the engagement, not by thinking about it, by actually doing it. But the last two to three years I've really been clear that the work is bigger than any one of us. I think to really carry the work forward, it will involve our collaboration with one another to do it, which is a huge reason why I'm working with Marie Miyashiro at this point and others as well. So I really want to speak fully about the value of collaboration in terms of moving forward with this work. And with that I would be happy to respond to anyone. I think probably the easiest thing to say is my website www.basileia.org. That website has email addresses and phone numbers if you want to reach me in that way, but I would like to talk to anyone. I'll even say in the work that I'm doing with Marie and Integrated Clarity Globally, we're very much wanting to work with others, other consultants, other people with some business background, that really want to move deeper into this with people using NVC expertise. We are really wanting to invite you into some of the works that we're doing and really create structures that would support you in doing that and in having an impact in the world.

Alan Seid: And if people go on the telesummit website, the program page, a-path-with-heart.net/programpage, at the bottom of your information box there, Gregg, is a little button that says, "Visit me online." That will take people to your website as well.

Gregg Kendrick: I'll also say, I've done some public workshops for a while. I started in 2008, I think I was ready at that point to actually share some of our work out with the public. And sort of my core workshops I've done is a six-day workshop: "Creating Workplaces Where People Thrive." I've done that in a number of countries and a number of places in the US. I am actually scaling that back now, and doing a lot more consulting at this point. I think the only public workshop I currently have scheduled is in Germany in November this year (2013). But there is sort of a change going on, as I have been looking at how I want to engage in the work right now.

Alan Seid: If I get a group of people together to have you come out to do the workshop "Creating Workplaces Where People Thrive", would you be open to that?

Gregg Kendrick: I'm very open. The key thing I don't want to do is organize public workshops anymore.

Alan Seid: If we organize and then you show up, you would be open to that?

Gregg Kendrick: Absolutely!

Alan Seid: How long are those workshops?

Gregg Kendrick: Historically, they've been six days, but I'm changing it into a three day format. I've also worked a lot with NVC people historically. I was really keen on the this whole idea of needs at the 'We' level. I think it was fundamental to the work that I was doing and I wanted to share that with the NVC community. I am now bringing my work more and more to CEOs, the business community. I'm finding that there's not many of those CEOs that want to come to a six-day workshop. I've been restructuring the workshop to address these needs in shorter timeframes, so the one I'm doing in November in Germany for instance is a three day format.

Alan Seid: Gotcha! Well, how do you feel about going into some Q and A and connection with people here with us?

Gregg Kendrick: Yeah, I'd love to hear from some of the people here with us.

Alan Seid: So I want to clarify this one piece is we'll do Q and A and engagement with Gregg up until approximately half past and then we can officially end the call, and then I will leave the line open for a little bit of extended Q and A. Gregg you're welcome to stay or leave for that extended Q and A with me about either the telesummit or any of the social change pieces. And at the top of the next hour I have an appointment that I'll be moving onto, but if you have a question or comment for Gregg go ahead and press one on your phone keypad now. And right now we have Francis on the line. Hi Francis!

Francis: Hello! Hello again. I'm so excited Gregg when you spoke of the piece that you did where you talked about what's happening now and in this group what we're mixing in, and you called it the cosmic symphony. Well, I was already really touched and felt like weeping and dancing at the same time because it was so exciting to me and then you said the cosmic symphony and I thought, "Oh, I've heard a version of that!" It's in an art film by Krzysztof Kieślowski, and I love this film and I've always been just really fascinated by it and this gorgeous music that plays. It sounds like it's the background but it's more than that. The music is something that is keenly and intimately identified with the central female character and her consciousness. It's just so amazing that you discover as she goes through a lot of pain and comes out of it and then how she moves on. I won't say anything more because if someone hasn't seen it, I wouldn't want to spoil it all. But it's an extraordinary film and an extraordinary consciousness that is seen and so I just thought how beautifully that fit with what you're saying, that music is just so beautiful.

Gregg Kendrick: Francis, what is the name of that again?

Francis: Oh! Important detail. Bleu, its B-L-E-U. It's Krzysztof's last trilogy that is Blue, White, and Red. It would be Bleu, Blanc, and Rouge. All three of them are very

interesting because it's so focused on consciousness and sometimes maybe the way time is played out and they're fascinating. But Rouge, I mean Bleu is the one I'm speaking of. It just totally is astounding. I think you'll enjoy it.

Gregg Kendrick: Yeah, Thank you for sharing, I'll definitely be looking it up.

Francis: Okay! That's all. Thank You so much.

Alan Seid: Thank you Francis.

Gregg Kendrick: You triggered just a quick comment for me. To me, one defining quality of these living organizations is that the 'I' gets bigger within a living organization. The 'I', the 'You', the 'We' shines brighter within a living organization that nurtures and fulfills us. I see that as a defining way of seeing this living organization in me or not. Do I get by bigger by being a part of it or do I get smaller?

Francis : Yah, and when you spoke of organizations, that reminded me that another question came up. I won't ask for two things but the question was about seeing truth as a basic need of an organization. And I wondered, is that true? How would that play out if truth is not taken care of or if it is? Is that way off target to speak of it like that?

Gregg Kendrick: You know, I often talk about reality. I'd much rather wrestle with reality however harsh or ugly it may seem than I would whatever else you want to struggle with, because I'm not sure where you end up if you're not dealing with reality. For me at a personal level I would rather deal with the authenticity of what's real in the moment and I think it's equally true at an organizational level. What are our bona fide strengths? What's working? What's not working in an authentic way? Otherwise, what are you working on if it's not with reality?

Francis: Right.

Alan Seid: I'm just noticing there are several hands up and just want to have a balance here and I want to make sure your needs are met Francis, so go ahead.

Francis: Okay. Oh, they are. Thank you so much.

Alan Seid: And Francis, feel free to put your hand back up and if we have time after we talk to other people then you can come back and talk with Gregg more.

Francis: Right. I guess the answer is probably obvious that truth always matters for how well an organization functions. I was just thinking that so many of our organizations maybe have not functioned with truth, and how they manage to continue making money, but you know, there stands to be something lost in terms of humaneness. So, I'm satisfied. Thank you so much.

Alan Seid: Thank you, Francis. I would like to hear from Scott.

Scott: Yes hello.

Alan Seid: Hi Scott!

Scott: Hello! Hey this talk has just been fascinating to me, utterly fascinating, and I guess my question is...I like that you're working in the business world. I've kind of avoided it myself to tell the truth. I work for myself and I find myself really, really attracted to the idea of working with the business world. I focus more on the interpersonal and spiritual side of Nonviolent Communication. In doing this work, I heard you say, it's all about having a foundation of consciousness, and a lot of it is like structural change within an organization. I guess my question is, "Is there a particular spiritual change that you've had as a result of working tangibly with physical organizations?" Is there one particular story that comes to mind or just something that you really grew in working with physical organizations?"

Gregg Kendrick: You know, when I first decided I wanted to do NVC type work I think I had this secret dream that maybe like Tahiti would call me and I would do some spiritual work in Tahiti. And of course that didn't happen, instead I worked with organizations. And I've been overall touched at the depth of soul that I have found in working with organizations, the depth of how people can show up and will show up and do show up and want to show up. There is a level of meaning that we're really aching for in our workplaces that I connect to very spiritually. I also feel very blessed that to me this is deeply spiritual work. I experience my spiritual life through needs at this point. Those needs are the touch of divine in our being, and what I so love about my work is that it is inherently spiritual in every aspect of what I do in organizations. And yet I can talk about purpose and I can talk about the business realities that they're working in. So I don't have to use spiritual language to touch people in ultimately a spiritual way.

I don't think you can move into the space of meaning and purpose and clarity of yourself as a human being and your organization as a human vehicle for meaning and life without somehow touching into this space that I would call soul or spirit. I'm just so struck by the depth of what's there. I somehow thought I would skim the surface when I decided to work in organizations, that it would never go into these deeper channels of real meaning and of really touching human beings, and my work has been anything except that. In fact one way that I introduce someone to my work is when they say, "I'm interested in what you're doing in your work." And I simply say, "Well, come to a board meeting with this company that I'm actually on the board of and they've embraced the work." And they did. I would say that board had as much depth as any NVC practice group I have ever been to. We would touch on human aspects within that group that are just as meaningful, and actually effectively fired a CEO within that group and hired a new one within it. So not only does it have this sort of deep quality of connection and essence but we do real work in there and make some really hard choices at the same time. In fact, I think it's the combination that really brings it to the depth that we experienced in there. There is a doctor who was on the board of his own company. It was such a great story. When they first hired me to come in, his question was, "Why are

we paying x dollars to hire a communications consultant? I don't see why we need it.” And I didn't hear from him again until about sixteen months later and he invited me to lunch and he said, “I don't know what you've been doing but it is so different in our organization and I so enjoy going there. It is so different than the practice that I spend most of my time in. I would like you to create a board for this company, I'd like you to be on the board so that we can harvest whatever this work is at a higher level within the company.”

He was totally objective about his experience of it and was so struck by the changes in it, and that's really the way I see this work unfolding. I don't promise anything in this work, I want the tangibility of the real value of what the work is to be what motivates people to embrace it and move forward with it. And that, at its heart, is soulful work.

Scott: Am I still on?

Alan Seid: You are Scott. Sorry to cut you off. Go ahead.

Scott: Yeah. I've just been smiling getting to hear it all. I hope I get to rub elbows with you sometime. In my own life, in the places where I have brought NVC into organizational structures, it's really done something to melt down a false dichotomy I've had between the spiritual world and the world of finance and organization. You know, you're now one of my new favorite leaders. I'm going to be following you for sure.

Gregg Kendrick: Yeah. There doesn't need to be any barrier, that's what I've experienced now.

Scott: Yes to that!

Alan Seid: This is Alan and I would add that if we want to create the world that is possible, that's essential.

Gregg Kendrick: The other beautiful thing about workplaces is they are our most predominant institution. We all work in them and we all receive services and products from them. If we want impact on the world I know of no better place to have that impact than through our workplaces because it is so omnipresent in our life and also so powerful. They are rich resources. I think most of the world's resources are tied up into workplaces so there are resources to make things happen, including the kind of workplaces we'd like to see.

Alan Seid: Thank you, Scott. If it's okay with you Scott if we move on to the next person?

Scott: I'm satisfied. Thank you very much.

Alan Seid: Thank you so much. Let's hear from Linda.

Linda: Hey, can you hear me?

Alan Seid: Yes

Gregg Kendrick: Hi Linda!

Linda: Okay great. So I too have been so inspired by this call. I'm really touched and I have this vision for the potential, if we as a species could come together and clarify our shared values and priorities. So anyway, I'm really grateful and my question has to do with attracting others to the vision of this kind of work, and I'm curious about the name that you used for describing it, Needs-Based Communication. I am wanting to hear a little more about that, in addition to Nonviolent Communication. I'm also curious if that's something you have reserved for you to use or if anybody who wants to use "Needs-Based Communication" as a way to engage others who may not perhaps come from the Gandhi Tradition of Nonviolent Communication and not seeing the connection to their lives like that.

Gregg Kendrick: Yeah, I love your question Linda. I don't tend to change many of the words that I would use in teaching NVC to anyone, but Nonviolent Communication was an expression that almost without fail, almost a hundred percent of the time when I would introduce it in business environments, Nonviolent Communication, the next words that I would here from someone in the room is that, "We are not a violent workplace!" And so I could tell that the word simply didn't communicate to them what I wanted to express about this kind of communication. So I called it Needs-Based Communication. It's certainly not copyrighted or trademarked, but I use it as descriptive of what the communication process is, that it brings the attention to needs, universal human needs. In fact, I used that expression that my work is about needs-based communication, needs-based structures, needs-based processes, essentially, needs-based perception of people and your business. And that if you perceive your world through needs that you will have resources and potential available to you that you wouldn't have otherwise. So I just used a descriptive way of saying what I do. You know, even the word "need" has some baggage with it, but at least it means it's not the baggage that I was getting from nonviolent in that context because, you know, they're not peace activists so it doesn't hit them in a meaningful way in the context that I like to work.

Linda: Well, I think that's been my experience just working with parents. "We're not a violent family!"

Gregg Kendrick: Exactly, exactly.

Linda: Okay, well I could ask a lot more questions but I'm sure others have questions, too.

Alan Seid: Linda, this is Alan. I invite you to feel free to email me any questions for Gregg. I'll pass them forward.. My email is at the bottom of the telesummit page. It's support@cascadiaworshops.com.

Linda: Okay, thanks Alan!

Alan Seid: And you also have his website.

Linda: Yup. Good.

Alan Seid: Thank you, Linda.

Linda: Thank you.

Alan Seid: The next hand I saw up was Jackie.

Jackie: Hi, can you hear me?

Alan Seid: Yah!

Gregg Kendrick : Hi Jackie.

Jackie: Hi! Thank you so much. Everything you've been saying is just absolutely amazing and I'm on board. But my question is wondering about when you're working in these organizations, especially these corporate companies that are owned by people like that doctor you're talking about. Does it come up with the employees, or is there a part of you that struggles with the kind of paradoxes of wanting everyone to work together toward this common goal, yet the profits of those efforts are going to someone who owns the company who is not the people who are doing the work. Does that come up?

Gregg Kendrick: You know, I think my first response would be I see my role in two ways. One is inviting people to take any step toward the vision that I hold as dear, and that I ultimately connect with them that it is a vision that they hold as dear. I only want people to see what they would value and then to take the next step towards. Then I celebrate that, whatever it looks like. So I don't see that it's so much less than it could be. There is really a delicate holding in this work that the vision of what could be is often so far from what is that we could spend a great deal of time mourning that distance between. And instead I like to spend most of my energy in celebrating the smallest of steps towards that beautiful vision that is there. That's what I'd be doing in an organization itself. It is celebrating every step, no matter how small, that is moving toward that vision. And I'm not in any way attached that they ever arrive at that vision that they have or that I have in terms of the day-to-day work. I think I do that for my sanity as much for my own energy, my own hopefulness about it. That is the only way anything is ever going to happen, is that we take whatever that next step is. That's the only meaningful thing to any of us is what's the next step toward whatever it is that matters for us. Nothing else really matters because that's all we can do right now is take the next step. Is that helpful?

Linda: Not really. Because for me, like I've read some of Steven Coby's work and there's kind of this feeling around it that he said some great stuff and it's so great, but I feel like all it did was empower a bunch of bankers and give them more money. All it did was pump up the work the people are doing, and make them more productive so that these people could make more money and exploit the world even more.

Gregg Kendrick: Right, and I guess I have a different experience of my work than what you are describing. I believe that doctor, that I shared the story about, is very different in his own way of holding things as a result of whatever happened in our interactions over the years. I think he holds it differently. I think he sees it differently so that I see everyone is impacted by this - everyone. The beauty of this is everyone gets to show up a little bit more human than they did before, including the business owner and the employees that are in the company. It may not be as far as I could see I would love for them to go, but at least they've travelled some distance. So I guess I see enough qualitative change in everyone that I am very satisfied.

I'll say on another hand you know, before I started doing this work I had to get very clear in myself. I was a little worried about me doing this work as a living. I've got a family of five. You know, would I dilute the quality of this work so that it becomes more palatable for businesses to accept it and I'll make more money? I had to get crystal clear in myself that no, I was only willing to do this work if I could take the fullness of what it means to me and ultimately, it means it's sacred work to me. I'm going to take all of that into every engagement that I do from the beginning, even if it's just about the smallest of steps that they take. And I think that's what really matters to me is my own way of showing up, my own intentionality and my invitation to them to move into that space. But only to the extent that they're ready, and again, only that step that they're ready to take. So in the work I've done, I do not have a sense of feeding a monster and that I've only made the monster more able to get bigger. I have a sense of transforming that monster, however small, into a more humane being.

Linda: Okay. Really, I value your work you know. I just feel that there's kind of a step that I'd like to see happen in the corporate world that is on another level but yeah...

Gregg Kendrick: Yeah, I'll just say I only trust the possibility of that happening if we meet people exactly where they are and invite them from that place. I simply don't believe people can move from any other place and take any other step. The alternative is we don't touch them at all. We walk away and say, "You're a monster, I'm not going to feed you!"

Linda: Okay, thank you.

Alan Seid: Thank you Jackie. Let's hear it from Melody.

Melody: Hello, can you hear me?

Alan Seid: Hi Melody.

Melody: Hi! Gregg, so thank you so much, very grateful. What I'm curious about is if you are having a conversation with someone who shows interest in say having you come into their organization but may be a little bit skeptical or not really sure exactly what it looks like. What would you say to them that would give them more of a bridge into what you're offering in a concise way?

Gregg Kendrick: Well, one thing I love for them to have is to talk to someone who is engaged in it in some ways, a client who has done some level of work so that they can hear a tangible experience of what the work was. I think that's probably the most meaningful thing. Another thing I do, again one thing I've really enjoyed about working with Marie is that she's written a book. I think the book is very reflective of the kind of work, at least conceptually to the extent that certain aspects of this work I don't think will ever make it into a book. But I think it least provides an overview of the kind of work it is. So I give them a copy of the book, "Read it you know, let me know if it touches you in some way." I think that's it. I don't try to convince people of any of the work that I do. I don't try to promise or convince. I do try to connect with them. You know, what do you value? What is it that you want to see in your workplace or in your relationship to the workplace that you're not currently experiencing? Then I very often can give them a tangible experience of what that quality would be. How might it show up by taking a situation and showing them how it might be different? You know there's certain exercises I love that demonstrate those kind of things, but I do it in real time using their situations. And then I show up in those situations in ways that they experience the work. I also don't like to tell people about NVC. I like them to experience it, because something really gets lost when you try to talk about what NVC is. So all of those things matter to me.

And again, I'm not attached to whether they're really interested or not, and I honor their skepticism. And underneath that skepticism is probably a sense of, "I'm not sure that this business will really function in a different way other than the way we're doing it. I'm not sure that we could bring in these qualities that you're talking about on a day-to-day basis. Will we have time to do these kinds of things?" Again, meet them where they are and just acknowledge that, and I can share some of my experiences but I'm not trying to convince them. I only want them to move from a place that they value and then take the next step forward from what they value and what they trust.

Melody: Beautiful!

Gregg Kendrick: You know, that's my way. There's probably other ways but that's the way I like to go.

Melody: Yah! I really loved your emphasis on meeting and accepting them right where they are because then it's live and juicy for them. Thank you!

Alan Seid: Thank you Melody! So we have still a few hands up and I notice that we're past our agreed ninety minutes. Where are you at Gregg? Do you have time to go over

or would you like to be complete and go back to your family? I know that you're taking time away from your family and during your vacation to be on the call with us and I'm appreciative of that. I just want to check in on where you're at.

Gregg Kendrick: Yeah, I'm happy to stay a little a longer. I appreciate the people present. As I shared from the beginning, I have two passions. One is really engaging in this work and the other is sharing it, so you're touching into one of those. So I'm certainly willing to go a little longer and want to honor and trust, Alan, you'll hold all the needs you have in this call.

Alan Seid: Absolutely. Let's hear from Anna.

Anna: Hi! Can you hear me?

Alan Seid: Oh, yes.

Gregg Kendrick: Hi Anna!

Anna: Yah. Hi! So it's been wonderful to hear about this. I'm sitting with the questions around the scale of the organizations that you've worked with and my interest is based on working on city development and sustainability and new perspectives on collaboration and dialogue in city development. What are your thoughts on this? When you just shared this very brief thing, what about the scale? And I'm kind of looking at an organization as more than just formal. I mean, a business is very formal and has a clear end, but a city could also be an organization with shared purpose as well.

Gregg Kendrick: That's true. So I mean my expertise is that with businesses and workplaces, so I've not directly worked with a city government or a local government. But I will say I'm bringing them into my horizons including my local government where I live, so I see that maybe coming up in my near future to do more work in that. There's no reason it wouldn't be scalable.

You know, we did some recent engagements at Kent State University, not a government but certainly not a business either. We had very strong positive responses in terms of people showing up and doing some work with, in fact, different schools, different colleges, within KSU to do that kind of work. So I really like to talk from my range of experience, it's so important to me to speak from my own reality of it. So other than being very hopeful I think whatever I'm describing would apply to any organization with a clearly defined purpose, whether it's for profit or not for profit. I believe it would apply across the board, whether it's a community organization or a local government or the national government. But I do think there are nuance differences and sometimes more than nuance differences. Businesses, just for example, have historically been 'power-over' structures that are becoming more 'power-with'. You know, these intentional living communities are very different than that and yet have some of the same structures coming in with them. You know, there's a strong sense of equality and looking for some way of having governance that could guide them. So you could apply it in two different

sorts of communities or organizations. I think the inherent dynamics that you run into are different and so the challenges will be different when you get there to do those, and to me, city government or local government though bigger would be no different. But I do believe there would be different challenges that you're running into and would need to just manage. I don't see them as road blocks. I just see them as challenges in terms of what would work there. But I have ultimate confidence. The beauty for me is that when I brought this into my own workplace, I had no clue how to do it, what to do or anything else. All I knew is I value this sense of holding that people mattered and that needs mattered and I let arise what would arise. So I came up with some rules of thumb like 'no power-over' became a rule for me, and what structures could we have that wouldn't be 'power-over?' I just believe that this is the way we're meant to interact together as human beings. The old ways are archaic and it's time for us to find new ways. So I have the utmost confidence that this applies everywhere.

Anna: Okay! Thank you very much.

Alan Seid: Thank you Anna! I would like to hear from Ivillo. Are you there? Are you muted on your end Ivillo?

Ivillo: Hey! Do you hear me?

Alan Seid: Oh, yes!

Ivillo: I'm very excited about this talk and I have one question for Gregg. I'm not sure if you have heard or if you know about the Agile Software development?

Gregg Kendrick : I do know about it.

Ivillo: Yes! So my question is how your work is related to that and if you have some experience working with Agile teams and Agile organizations and how eventually NVC could contribute to such teams?

Gregg Kendrick: Right, I don't have any direct work, Ivillo, so just so you know. But there are colleagues I have that have been working with some Agile teams particularly in Sociocracy or Dynamic Governance. They're finding a good match between kind of elevating the Agile structure, which is happening at the programming level and sort of project management, and taking it to a broader level, something to hold the larger organization in. So I've been hearing and actually I know a colleague that actually did the presentation at an Agile conference around that. However, my background is software so that Agile world is something that is familiar to me. What I love about Agile is it's bringing a very defined structure with both feedback and clarity of how things are prioritized. To me it works very well with what we're describing here and as even sort of moving in a direction in a variety of ways. Though I don't have direct experience I have again great confidence that it's very doable.

Ivillo: Okay! Thank you Gregg.

Alan Seid: Ivillo, where you calling from?

Ivillo: I'm calling from Bulgaria.

Alan Seid: Thank you Ivillo! I keep forgetting to ask people where they're calling from.

Gregg Kendrick: Yeah, It's interesting to know.

Alan Seid: I love hearing where everybody is calling from. So the next hand that I see up is Annu!

Annu: Hi this is Annu!

Alan Seid: Hi Annu!

Annu: Hi Alan! Thank you for taking my call. I know I've been on several of your calls and I've totally enjoyed all these calls. This particular call was something that I was really looking forward to and it was the last one on your list. And that's because I feel such a strong pull in doing what Gregg is doing, and if you remember from my previous calls that I did mention that I want to take NVC and I really want to take it to organizations and corporations because I've seen the quality of work life deteriorate over the past five six years since the unemployment rates have been going up or has been sort of high. By the way I'm doing Dynamic Governance. And I really feel a strong pull that we need to do something about improving our organizations not just from the point of view of human beings who are working together, which is super important, but also asking, "How can we do better towards a common purpose and really realizing why are we here? What is the true reason for our existence for each one of us should vibrate and resonate with the organization?" I'm really feeling excited speaking on this topic. I really would like to proceed in this direction but really don't know how.

Gregg Kendrick: I'd encourage you to get in touch with me because one of the core things we're doing with the IC Globally Group is we want impact in the world, and we realize that we're very limited to the extent we do it ourselves, so we want to work with other people. We want to take people such as yourself, work with you, show you the things that we've learned. Specifically, Marie brings a very rich consulting background. You know, I was a CEO most of my life so I understand business. I know how it works. I can see things through that lens, but I've really appreciated my time with her and the depth of her consulting awareness and bringing that into a needs consciousness.

So what I've found in our own collaboration is that we're very complimentary and we hold a very similar vision of these workplaces that we've working on. So I'm very excited by that collaboration with Marie and a whole aspect of what we're wanting to do is to bring other people into the fold of that work. I would encourage you just to contact me and I'm happy to follow up with you and see if that's something that might be a stepping stone for you to get into this work.

Annu: Thank you! Yes! I would appreciate that.

Gregg Kendrick: Thanks!

Alan Seid: Super! Get in touch with Gregg! Thank you Annu!

Annu: Thank you, Alan!

Alan Seid: Let's see, the next hand I saw go up was Roger.

Roger: Hi Alan! Hi Gregg!

Gregg Kendrick: Hi Roger!

Roger: I've been thinking of this question for some time. I'm dying to ask you this question. That is, coming from sort of a spiritual background with NVC, what was it like to go into a business and start consulting with businesses with whom you may not have had a common terminology or common language? My fear for instance is that I could be asked to come to talk to an organization without knowing anything about the language it uses or the culture it has and start using language that would turn them off immediately, language they might construe as being "fu-fu" or too "whoopee" or whatever you want to call it. So how do you go about sort of feeling out of an organization as to how to communicate with it before you begin?

Gregg Kendrick: Yeah. Thanks. I like the question! You know, it depends so much on the circumstances. So sometimes it's a phone conversation. Ideally, what I love is to give a presentation, and I recently gave one to a PR firm. They knew nothing about NVC. Marie and I were both invited to this organization to present to them. I do it by not talking a whole lot because I want them to have an experience so there's an exercise I very regularly use to introduce NVC. I get so much value out of it and it's a fairly common exercise. It's the four ears exercise. I think many people who teach NVC know some aspect of that exercise. Now I do it in a particular way. I want people to get in touch with the energy of what's going on in the listener when they're receiving hard to hear messages. So my key response is that I immediately want people to have a relevant and meaningful experience about what NVC would bring to them rather than talk about it. So I kind of do away with the language as much as possible. The lead into this is for them to connect with a conversation or dialogue in their workplace that didn't work out the way they wanted that they still had some emotional hold over, that they're still experiencing as they remember that particular experience. So I lead them into just the words that were spoken and then I use those words to show four ways of hearing that message so that they experience how this could show up in them and in their workplace in a very different way than what they may have experienced. Then they have the opportunity to contrast it with the common ways that it would show up as anger or guilt or submission to what's happening depending on what it is. So I find it to be a very powerful lead-in. People get connected to it and they get curious about it and then

they go with the flow and I can teach. In fact, that's fundamentally how I teach NVC is with that same exercise as a lead-in and then I can show the various skills of moving among these different ways of hearing those difficult messages that they might be receiving. So my short answer is I do as little talking as possible and I try to bring them into an experience that I think that they can connect with as quickly as possible and understand and find meaning in.

Roger: Well, I'm really, really comforted and relieved to hear that and it makes perfect sense to me and I guess I just want to ask you quickly, what are those four ways of hearing that you refer to?

Gregg Kendrick: Ah - they're hearing blame-in. So you hear a difficult message and blame yourself or agree with what's being said. Blame-out is the second ear and, of course, those are familiar ears. People readily will identify with those ways of hearing. And then introducing connecting to self and expressing/hearing that message, "How am I feeling and what are the needs and what matters to me in that moment as I hear that message? Then the final one, the fourth way of hearing is to connect to those qualities in the speaker. What might the speaker be feeling as that person is saying those words and what might matter to them beneath the content of the words that they're saying? The last two are NVC, with the idea of self-connection and emphatic listening to the other person. I focus on energetically how it is to live in each of those four ways of hearing, and not on the words. In fact, all of NVC to me is about what energy are we carrying in that moment. The words help guide us to that, but fundamentally, it's about the energy that we're carrying and the energy we're giving to others as we're communicating with them or interacting with them. So I bring attention to that and I find that is a potent way of connecting in a group of people or even with one or two people.

Roger: Well that makes perfect sense. Well thank you so much. I'm totally satisfied. My tank is full.

Alan Seid: Thank you Roger.

Roger: Thank you.

Alan Seid: So, last question or comment Gregg. Does that work for you?

Gregg Kendrick: Yeah! That's good.

Alan Seid: Okay, Timothy!

Timothy: Hello there Alan and Gregg!

Gregg Kendrick: Yeah. Hi Timothy!

Timothy: Yeah. I was going to take you off speaker here. Gregg, I remember seeing a video that think is on Youtube of you doing a presentation about your experience with

your business, in particular during the downturn and how you handled that with the NVC consciousness. I was quite touched by that. In hearing your words now, something that stands out to me as a question, because I certainly resonate with the idea of structures being an important element in creating the workplace that better reflects the values that people want to see there. Structures are something that has been talked about by a number of other people in this series. I'm wondering, you gave a couple of examples, you mentioned some kind of a collaborative program called "Yammer" I believe. You also mentioned the gold room that you used, and those are nice salient examples. I wonder if there's any other structural examples that you might give either from your own experience in your workplace that you implemented or ones that stand out for you in other situations that you think are really sort of hallmarks. I am talking about the kinds of values in putting those into practice. I am wondering what kinds of values that people want to see commonly.

Alan: And I have an addendum to that question which is, and or do you have a resource somewhere, a PDF or a book or somewhere that is a compendium of these tools and resources?

Gregg Kendrick: No, to your question, Alan, I don't have that. The amazing thing is the structures flow quite naturally from the group that in fact I even wonder if there is no limitation. You've even used that word before Alan and my experience is by the time people get in touch with what matters to them, those structures start to flow as to how those can happen in their workplace. So there is very little limitation in my experience of doing this. The hard part has been getting clarity about what matters. So they organically flow in quite beautiful ways and in fact, I don't get in the way of that. That is important that they create their environment, it's not my environment. I'm not even suggesting what it is. If they get in touch and if they get in a groove, the possibilities just start flowing. Then they try them out. Some work and some don't work and they change them over time. To me, I think if you'd been given the answers ahead of time it would somehow diminish the quality of them coming to their own clarity about it - that's the living quality of it. I'm saying that not to evade your question but to say that I think that is an important aspect of how the structures get determined is that the group themselves determine what they are. That said, NVC is a structure to me and aspects of NVC are structures. My work really isn't about NVC, it just happens to be that NVC is this incredibly pragmatic process that can not only connect people in conflict but can actually harvest conflict as I like to call it. As I work with organizations, it's not the conflict that is bad. You might want to do away with it but there's something really going on in conflict. So let's discover it and harvest it and bring it to the group to see. I want them to lean into conflict not away from it. And there's a way of doing feedback in NVC. That's another structure. Let's do feedback in a way that we're not using blame or praise. Let's actually do it in a way that we're talking about needs met and needs not met and their fulfillment leading us towards our purpose or away from our purpose. There are various ways of describing that so that it doesn't become personal, it becomes about why we are there.

Dynamic Governance (DG) or Sociocracy is a structure. It's a very robust and large structure that holds decision-making and I might not introduce all of it. I kind of let go of all the labels here. For instance, one thing I love about DG is the way you elect people in DG. To me it is the most beautiful way of a group of people selecting someone for a particular role. I've never found another way to do that, and so I might introduce that into a group whether they're embracing DG or not. Dynamic Governance, just as an idea, might be something I'd seed just because I think that it's something that they may not come upon in other ways. There are so many different ways that I think open us up as people, as people start to move from a point of needs rather than start with a place of strategy. Our businesses love strategies. In fact, that's the struggle in a workplace environment is to get people to pause long enough to take the time to discover what matters first and then let strategies flow from that. So a whole lot of my guidance and facilitation is about that prospect, and it's harder in some organizations than others.

Timothy: So it sounds like you're saying to someone who is starting a new company, to create structure by simply inviting the conversations with new staff as to what might be. What are the values and what might be structures that we can put in place that can uphold these values?

Gregg Kendrick: Yes and the structures are definitely secondary. You know, in the Integrated Clarity model there are three source-needs identified with organizations and there are three that are termed leveraging needs. You know, and I already mentioned the source-needs. They are identity, purpose, and direction. And it is positively essential that you work at that level first before you go to the strategy of what are the structures that we put in place. The leveraging needs are structure, they have energy which involves the money and people and technology, and then how you express your work. So the sixth one is expression, the third are the three leveraging needs, but it's vitally important just as in NVC, it's important that we connect with needs before we go to requests and strategies. In a business it's at an organizational level. In this way of seeing business, it's vitally important that we connect at that "what matters" level and we get fully aligned around that before we move to a structures level.

Timothy: Just one more comment, I'm totally endorsing Alan's interest in you coming out to the Northwest. I certainly hope that happens.

Gregg Kendrick: I'd love to do it. Thank you!

Timothy: Alright, take care!

Alan Seid: Thank you Tim. Gregg, thank you so much for your time. Right before we end the call, well, if you have any closing words or anything?

Gregg Kendrick: No, I'm actually standing here, I have a standing desk that I work at most of the time, with a big smile on my face, Alan. I'm just delighted in being with you. We've not spent so much time together, and I know we sent some emails and things of that nature, so I've really enjoyed the time with you, Alan, and with the people on the call

here as well. So I appreciate you making this opportunity available. I think it's so important that we sow seeds. I see this work that you're doing Alan is sowing many, many seeds. So thank you for standing up and doing that.

Alan Seid: Thank you so much, Gregg. So I think our extended Q and A time has actually been used up, but if you have any burning questions or comments for me I invite you to email them to me at support@cascadiaworkshops.com, and that email is also on the telesummit website. It's been a real pleasure so before we end the call I'd like to unmute all of us so that we could say goodbye to each other.

Everyone: Bye!

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