

LINKING  
MULTI-DIMENSIONAL PROBLEMS  
TO COMPLEX, MULTI-PARTY SOLUTIONS

**THE WALK IN THE WOODS:**



**A GUIDE FOR META-LEADERS**

Leonard J. Marcus, Ph.D., Barry C. Dorn, M.D., M.H.C.M.,  
Joseph M. Henderson, M.A., and Isaac Ashkenazi, M.D.

Program for Health Care Negotiation and Conflict Resolution  
Harvard School of Public Health



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KEY THEMES AND POINTS OF REFERENCE

**META- LEADERSHIP** INFLUENCE without authority. Capacity to generate integrated CONNECTIVITY of action across a wide spectrum of people and interests. A LEADER OF LEADERS.

**THE FIVE DIMENSIONS OF META- LEADERSHIP:**

1. **THE PERSON OF THE META-LEADER** Your values and world-view and the FILTERS through which experiences and information are processed. Your strengths & weaknesses. Your interactions and how you are viewed by others. The capacity for self-awareness and self-regulation
2. **SITUATIONAL AWARENESS** Generating a clear PICTURE of what is happening about you, the capacity to communicate that to others, and generate appropriate action. Understand what you know and don't, recognizing that the picture constantly changes. Use the same "DICTIONARY" to communicate.
3. **LEADING YOUR SILO** For people under your authority: managing, guiding, and directing their activities, showing them COMMITMENT and validation that is reciprocated. Encourage quality of leadership throughout your silo. Clarity from top to bottom. Recruit "Dogs That Hunt."
4. **LEADING YOUR BOSS** Establishing PRIORITIES, clear communication and support to your supervisor. Being a good subordinate: respect the power/authority equation. Be courageous: "Truth to power."
5. **LEADING CROSS-SILO CONNECTIVITY** Linking and LEVERAGING assets and capabilities across the spectrum of entities with mutually beneficial objectives. Agreement: What I do; What you do; What we do together. Striving for mutual success.

**MULTI-DIMENSIONAL PROBLEM SOLVING** In contrast to uni-dimensional problem solving (for me) and two-dimensional problem solving (me against you), multi-dimensional problem solving is "us together." INTEGRATE key perspectives and interests to accomplish a leveraged, collaborative solution.

**WHOLE IMAGE NEGOTIATION** Interdependent achievement. Negotiate a "fit" among stakeholders based on a big picture, imaginative, interest-based strategy. A mutually beneficial "W.I.N." the parties can share.

**THE WALK IN THE WOODS** Four step process to structure and motivate INTEREST-BASED NEGOTIATION among diverse stakeholders. Named for classic story of international peacemaking. Designed to build confidence.

**THE FOUR STEPS OF THE WALK IN THE WOODS:**

1. **SELF-INTERESTS** Identify and express the breadth of interests, clearly articulating your self-interests and actively hearing those of others. Distinguish legitimate "self" from "selfish" interests.
2. **ENLARGED INTERESTS** Identify points of agreement and points of disagreement among stakeholders in order to shape a multi-dimensional view of the problem. Reframe. Build the foundation for subsequent creative problem solving.
3. **ENLIGHTENED INTERESTS** Imagine, explore, brainstorm, and invent options. Then assess which options generate potential agreement. Prioritize. Focus on solutions that could generate agreement.
4. **ALIGNED INTERESTS** Seek mutually beneficial solutions: "If I succeed, you succeed. And if you succeed, I succeed. So let's commit to options that advance mutual success." Generate agreement with buy-in. Resolve. Agree. Commit. Move forward.

**GOING TO THE "BASEMENT"** During a high stress or crisis situation, the reptilian portion of the brain – the "amygdala" and its survival instinct - assumes control. Under such circumstances, the meta-leader guides people and their actions toward the "TOOL BOX" of pre-determined policies and protocols, and having done so, is then able to see a broader purview and direct a wider strategy and direction of activity.

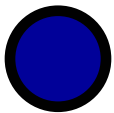
## PROBLEM STATEMENT

STATED AS CLEARLY AS POSSIBLE: WHAT DO (OR WOULD) STAKEHOLDERS WHO ARE PARTY TO THE PROBLEM AGREE IS AT THE CORE OF THE PRESENTING PROBLEM?

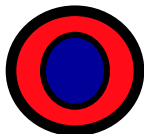
WHO IS TAKING THIS WALK? LIST NAMES AND AFFILIATIONS:

AS YOU GO THROUGH THE STEPS OF THE WALK IN THE WOODS, KEEP IN MIND THE FIVE DIMENSIONS OF META-LEADERSHIP:

1  
The  
Person



2  
The  
Situation



3  
Lead the  
Silo



4  
Lead  
Up



5  
Lead  
Across



## 1. SELF-INTERESTS

Identify and express the breadth of interests, clearly articulating your self-interests and actively hearing those of others.  
Distinguish legitimate “self” from “selfish” interests.

STAKEHOLDERS	SELF-INTERESTS

HAVE ALL RELEVANT INTERESTS BEEN EXPRESSED AND HAVE THEY BEEN HEARD?

DO ALL PARTIES HAVE BETTER CLARITY ABOUT WHAT IS BEING NEGOTIATED AND/OR  
WHAT IS THE CRITICAL PROBLEM THAT BROUGHT THESE PARTIES TOGETHER?

## 2. ENLARGED INTERESTS

Identify points of agreement and points of disagreement among stakeholders in order to shape a multi-dimensional view of the problem.  
Reframe. Build the foundation for subsequent creative problem solving.

AGREEMENT	DISAGREEMENT

IS THERE AN APPRECIATION FOR WHAT ARE BOTH THE COMMONALITIES AS WELL AS THE DIFFERENCES AMONG THE PARTIES?

HAVE THE PROBLEMS OR THE DISPUTE BEEN REFRAMED IN THIS PROCESS? IF SO, HOW?





## THE FIVE DIMENSIONS OF META-LEADERSHIP

INFLUENCE without authority.  
Capacity to generate integrated CONNECTIVITY of action across a wide spectrum of people and interests.  
A LEADER OF LEADERS.



REFLECT ON YOUR EXPERIENCE THROUGH THE WALK IN THE WOODS. WHAT ARE YOU GOING TO DO AS A “META-LEADER” TO ADVANCE THE SOLUTION YOU HAVE ACHIEVED:

THE PERSON OF THE META-LEADER: What were your FILTERS? What were your strengths & weaknesses?

SITUATIONAL AWARENESS: Were you able to generate and communicate a clear PICTURE of the problem?

LEADING YOUR SILO: Will you be able to get your silo on board with the solution you achieved?

LEADING YOUR BOSS: Will you be able to get your boss on board with the solution you achieved?

LEADING CROSS-SILO CONNECTIVITY: Were you able to link with and leverage other stakeholders?