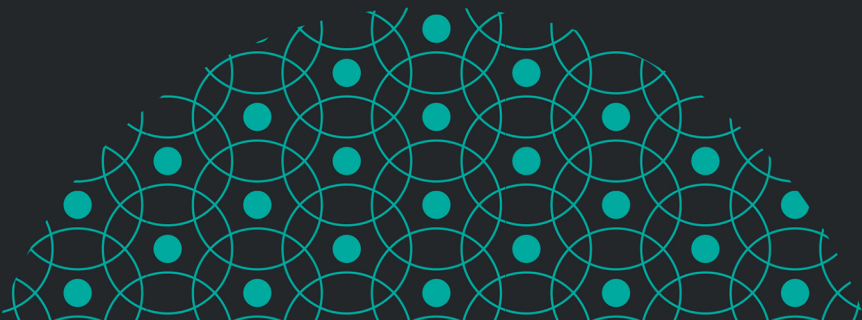




EMERALD POINTS

**TEACHING
FROM THE
EMERGING
NOW**

**LINETTE R. L. WERNER
DAVID HELLSTROM**



TEACHING FROM
THE EMERGING NOW

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TEACHING FROM THE EMERGING NOW

BY

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INVESTOR IN PEOPLE

To my mom and dad who always believed in my ability to write, teach,
and lead. Thank you for your undying love and support.

To Dr Sharon Daloz Parks – for your mentorship, guidance, and
leadership.

There are no words to express my gratitude for you and your life's work.
– Linnette R. L. Werner

To every student that allowed me to walk with them for a short time on
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could, even if it wasn't as fast as you wanted me to.

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– David Hellstrom

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CONTENTS

<i>List of Tables and Figures</i>	<i>xi</i>
<i>List of Abbreviations</i>	<i>xiii</i>
<i>About the Authors</i>	<i>xv</i>
<i>Acknowledgments</i>	<i>xvii</i>
Introduction	1
1. Intentional Emergence as a Way of Teaching	3
Intentional & Emergent Teaching	4
Why Intentional Emergence?	5
The First Part of the Model: Intentional	6
<i>Becoming Conscious of the Invisible Fields that Shape Behavior</i>	6
<i>How Intention Shows Up in the Classroom</i>	8
<i>Unlearning: Protecting Competencies</i>	9
The Second Part of the Model: Emergence	11
<i>Using Lived Moments, in the Moment</i>	11
<i>How “Emergence” Shows Up in the Classroom</i>	12
The IE Teaching and Learning Model	13
Adding Identity as a Core Factor to the Learning	15
<i>Students Bring Identity with Them into the Space</i>	17
<i>Instructors Bring Identity into the Space as Well</i>	18
Transforming the Classroom into a Community	19
<i>So Let’s Begin...</i>	20
2. Understand Your Intentions, Identities, and Triggers	21
Setting Intentions	21
Plan Like Hell...Then Let It Go	22
Unexplored Intentions Allow Defaults to Enter	25
Identities Matter	26
<i>Our Intentions and Identities Are Linked</i>	26
<i>Getting Help with Your Defaults</i>	27

Know Your Triggers	28
Make Intentional Choices	28
3. Build a Container	31
What Is a Container?	35
Practices for Building the Container	35
Know Your Students' Names Before They Arrive	35
<i>Begin On-time and with Intention</i>	36
Prepare the Whiteboard as a Welcoming Tool	37
How You Create the Container Will Carry Through	39
4. Use TASCs	41
Purpose of TASCs	41
Types of TASCs	44
<i>Real Work TASCs</i>	45
<i>Adapted TASCs</i>	45
Framing a TASC for Optimum Emerging Moments	45
<i>Get the Instructions Right</i>	46
<i>Don't Prevaricate</i>	46
<i>Think About Obstacles for the Leader to Navigate</i>	47
<i>The Time Limit Matters</i>	47
<i>Allow for "Timeouts" to Think Strategically and Access Resources</i>	48
<i>Remember It Is a Group TASC Ultimately</i>	48
Facilitating a TASC	49
The Dangers and Opportunities of Using TASCs	50
5. Give the Work Back	53
Find the Natural Places to Give the Work Back	55
Putting Themselves into Groups	56
<i>Facilitating Reading Discussions or Other Activities</i>	56
<i>Processes Related to Community Building</i>	58
<i>Just Be Quiet: Don't Answer All the Questions That Are Asked</i>	58
<i>Decide if the Questions Are Individual or Community Worthy</i>	60
Cautions to Notice	60
6. See the Moments	65
We Don't Normally See Emergent Moments – Until We Do	65
Types of Emergent Moments to Start Seeing	66
<i>Notice When You Experience High Levels of Tension or Emotion</i>	66
<i>Learn to Hear Big Assumptions and Sweeping Statements</i>	67
<i>Notice the Energy in the Room</i>	67
<i>Notice the Things You Talk About After Class</i>	67

Practice Seeing Moments and Getting More Data in the Room	68
<i>Replay the Class in Your Head</i>	68
<i>Record Your Class</i>	69
<i>Ask Others to Observe Your Class</i>	69
<i>Observe Others</i>	70
7. Notice Compassionately	73
The Difference Between Noticing and Compassionate Noticing	73
Practices for Noticing Compassionately	76
<i>Don't Go for Perfection, Allow Re-dos</i>	76
<i>When Starting Out, Err on the Side of Compassion</i>	77
<i>After the First Thought, Do a Compassion Check</i>	77
<i>Soften the Noticing with a Preamble</i>	78
<i>Notice When Students Take on New or Challenging Things</i>	79
<i>Work Hard to Keep Your Curiosity</i>	79
Begin to Teach the Class to Start Noticing as Well	80
Use Language Authentic to You	80
Ask Yourself, "To What End?"	81
8. Regulate the Heat	83
Things to Remember When Turning Up the Heat	85
<i>Stay Calm and See the Larger System</i>	85
<i>Remember Your Role and Also Be a Human Being</i>	86
<i>Know Where Your Class Is</i>	87
<i>Make the Tension Productive</i>	88
Ways to Turn Up the Heat	89
<i>Use Natural Class Occurrences</i>	89
<i>Give the Work Back to the Class</i>	90
<i>Facilitate Discussions Differently</i>	90
Allowing and Managing Conflict to Orchestrate the Heat	93
Ways to Turn Down the Heat Without Losing It	94
Take a Short Pause	94
Make the Situation into a Case Study	95
<i>Move It to the System Level</i>	95
<i>Offer a Hypothetical "What if I did this?" Scenario</i>	96
9. Offer Challenge with Support	99
Practices for Offering Challenge with Support	101
<i>Which One Are You? (You Might Be Wrong)</i>	101
<i>Hopes Versus Expectations</i>	102

<i>You Will Need to Decide How You Feel About Fairness</i>	
<i>Versus Equity</i>	103
<i>It Is Important to Challenge and Support Factions</i>	105
Challenge and Support Outside the Classroom	106
<i>Maximizing Time – Another Form of Challenge</i>	108
10. See the Limitations & Dangers	111
<i>Where do I Begin?</i>	111
<i>Where do I Begin?</i>	112
<i>Where do I Begin?</i>	113
<i>Where do I Begin?</i>	113
Dangers That Should Stop You	114
Cautions and Words-to-the-Wise	114
<i>You Cannot Control What Happens</i>	114
<i>You Ask for Their Honesty ... and Sometimes You Get It</i>	115
<i>You Will Disappoint People and Make Public Mistakes –</i>	
<i>A Lot of Them</i>	115
<i>You Must Bring Your Own Vulnerability, But Not Be a Hot Mess</i>	116
<i>You Will Need a Community to Support and Teach You</i>	118
<i>This Will Take More Time Per Week Than You Knew You Had</i>	118
<i>You Must Work, Work, Work, Work, Work on Your Ego</i>	119
11. Take the Next Steps	121
Find Your People	122
Plan Like Hell and Let It Go, but Don't Skip the "Plan Like Hell Part"	123
Start, Then Start Again	123
<i>References</i>	125
<i>Index</i>	127

LIST OF TABLES AND FIGURES

TABLES

Table 1. <i>T</i> -test Results for IE Student Versus Non-IE Student Outcomes.	16
Table 2. Dangers and Opportunities of Using TASCs.	50

FIGURES

Fig. 1. The Intersection of Intention and Emergence.	5
Fig. 2. Examples of Planning Sources Which Create the Intentional Foundation.	10
Fig. 3. Examples of Sources for Emergent Moments.	14
Fig. 4. Not All Optimal or Teachable Moments Can or Should be Engaged.	15
Fig. 5. How Instructor/Student Identity Connects to Intention and Emergence.	17
Fig. 6. The IE Teaching and Learning Model.	19
Fig. 7. Whiteboard Content on the First Day.	32
Fig. 8. White Board Content Third Week of Class.	38
Fig. 9. Hope Versus Expectations.	102
Photo 1. Challenge and Support.	109

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LIST OF ABBREVIATIONS

CIP	Case-in-point
CRLI	Culturally Relevant Leadership Learning
IE	Intentional Emergence
ILA	International Leadership Association
TASC	Temporary Authority Skills Challenge

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ABOUT THE AUTHORS

Linnette R. L. Werner, PhD, spent many years as the Director of the Undergraduate Leadership Minor at the University of Minnesota. She started working with the Leadership Minor in 2001, when she was asked to join the teaching faculty of the newly created program. With a background in educational policy and administration, teaching, the arts, and leadership, Linnette worked with the minor to align its curriculum to the civic engagement mission of the University of Minnesota, increase its capacity, provide instructor mentoring, and begin research initiatives.

Starting with a total of 251 students per year in two sections of the introductory course and one section of each of the upper core courses, Linnette increased its capacity to serve over 1,800 undergraduates per year, making it the largest program of its kind in the world. In 2019, she left the University of Minnesota to serve as the Associate Dean at Hamline University and to create new academic leadership programs at the undergraduate and graduate levels.

David Hellstrom, MA, is a well-loved national leadership trainer and speaker, having been the keynote speaker at more than 350 colleges and universities in the last two decades on leadership and self-development. David's efforts have brought him an Omni Education Award, an appearance on the TODAY™ Show with Katie Couric, and many accolades. Both as a speaker and as a teacher of leadership, David's audiences and classes describe him as funny, curious, engaging, and truly passionate about what leadership means and how it can be taught.

David began teaching in the Leadership Minor at the University of Minnesota in 2002. In 2007, Linnette and David, under the care and mentorship of Dr Sharon Daloz Parks, began to adapt the work of Heifetz and his colleagues at Harvard to be equally effective with undergraduates and emerging-adults. Based on programmatic research and evaluation, the adaptation has been extremely successful.

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Finally, none of this would be possible without our students. We hope the importance of that statement connects with those who read this book. We are the teachers we are because our students are the students they are. Ubuntu: I am because we are. Thank you for being. Thank you for showing up and giving us your trust and allowing us to practice our craft. Thank you for making us better people and leaders in the process.