



## Self-as-Instrument — Allowed Podcast Episode

<i>Terms and definitions</i>	<p>Self-as-Instrument and Use of Self are interchangeable terms.</p> <p>Definition: <i>the conscious use of one's whole being in the intentional execution of one's role.</i></p> <p>Other ways that Self-as-Instrument is thought of</p> <ul style="list-style-type: none"><li>• Bed-side manner</li><li>• Relatability</li><li>• Intimacy ("they don't care about what you know until they know that you care")</li><li>• Clarity</li></ul>
<i>Why it's important</i>	<ul style="list-style-type: none"><li>• A lot of help isn't very helpful</li><li>• A lot of helpers get in their own way</li><li>• People tend to over-rely on external information and under-rely on their own innate abilities (the boring academic) or the other way around (the dangerous charlatan)</li></ul>
<i>History</i>	<ul style="list-style-type: none"><li>• <a href="#">National Training Laboratories</a> (Charlie &amp; Edie Seashore)</li><li>• Folklore &amp; oral tradition</li><li>• A handful of Organization Development (OD) programs and academics around the world</li><li>• <a href="#">Academic article</a> written by David Jamieson, David Shechtman, &amp; Matt Auron</li></ul>
<i>Competencies &amp; levels</i>	<p>Competencies</p> <ul style="list-style-type: none"><li>• See<ul style="list-style-type: none"><li>◦ <i>Seeing</i> involves what practitioners are able to take in using the six senses. It is the competency of being aware of the world around us and the ability to take in as much data as possible. In developing the "seeing" competency we need to pay attention to seeing self, seeing others, and seeing context. Social</li></ul></li></ul>



sensitivity to the surrounding system is a way to understand this competency. This sensitivity can be compromised by our biases, personal frames, operating metaphors, and habitual assumptions. Core to this competency is the ability to see “reality” as others see it and as free of our own biases as possible, which includes both what is visible to us and what we can take in.

- Know
  - *Knowing* involves making sense of what practitioners see. It is using a combination of knowledge and experience to organize information and draw hunches, conclusions, and interpretations. This process includes multiple ways of knowing (e.g., empirically, rationally, somatically, and socially constructed); practitioners may use a combination of many methods to give them meaning and confidence. In human systems work, the knowing phase often requires making meaning from limited data quickly and confidently. Knowing also comprises two key interpretive domains: learned theories (more objective) and internal mental models (subjective) developed through life experience.
- Do
  - *Doing* involves the capacity for executing a full range of behavioral and action choices. It involves practitioners recognizing their options, demonstrating behavioral flexibility, and exercising personal skill and courage in a manner that delivers whatever is most helpful for a given situation. This capability executes the results of the previous two competencies.

#### Levels

- Functionality
  - *Functionality* is a stage of knowing “how to do it.” One has learned what to do and how to operate in terms of basic aspects of seeing, knowing, and doing.



	<p>One must concentrate and pay attention to doing it right, following appropriate steps or running through some criteria to determine use. One is starting to trust the material, method, technique, or concept. This may look like “doing it by the book” or applying theory to practice in a step by step fashion.</p> <ul style="list-style-type: none"><li>● Efficacy<ul style="list-style-type: none"><li>○ <i>Efficacy</i> is a further stage of development marked by increased flow and less concentration. Seeing, knowing, and doing become less challenging. The range of data available to work with, the knowledge available for sense-making and the behavioral flexibility of options and skills for taking action are expanded. It is marked by higher levels of confidence and agency in execution. We begin to operate from the inside and understand our role in what happens.</li></ul></li><li>● Mastery<ul style="list-style-type: none"><li>○ <i>Mastery</i> is the highest stage of development and is characterized by fully integrated and seamless work. One’s presence has greater impact. Seeing, knowing, and doing have become simultaneous, back and forth activities with little conscious decision-making. One’s own self-awareness has opened up ego-free space for professional work. Intentionality and end purpose are intertwined and unencumbered. One ultimately trusts in the process, outcome, and their role in it. This stage is marked by effortless action and sometimes “magical” occurrences that appear to come out of deep intuition.</li></ul></li></ul>
<p><i>Critically important principles</i></p>	<ul style="list-style-type: none"><li>● Do no harm</li><li>● Practical wisdom</li><li>● Deliberate practice</li></ul>



<i>Why it's important right now</i>	<ul style="list-style-type: none"><li>● The Covid-19 pandemic has scrambled most people's sense of normality<ul style="list-style-type: none"><li>○ Fear and uncertainty are gripping many people, including those in helping roles</li><li>○ Many of us are abandoning or deferring the self-care that's crucial for remaining calm, poised, and open</li><li>○ Many people in a helping role are naturally self-focused, possibly to the detriment of their clients or helpees</li><li>○ It's often unclear these days how to be helpful</li></ul></li></ul>
<i>Tips for maximizing Self-as-Instrument</i>	<ul style="list-style-type: none"><li>● Reorient to purpose<ul style="list-style-type: none"><li>○ Successful adaptability requires clarity of identity</li></ul></li><li>● Become fanatical about self-care<ul style="list-style-type: none"><li>○ Put your oxygen mask on first</li><li>○ You can't pour from an empty cup</li></ul></li><li>● Prioritize inquiry over advocacy<ul style="list-style-type: none"><li>○ Don't make assumptions in this new environment</li></ul></li></ul>

### My Self-as-Instrument Worksheet

1. What is my purpose as an instrument of change? How can I reorient to this on a daily basis?
  
2. What is my self-care routine? How can I improve it?
  
3. What are my best inquiry approaches and methods? How can I improve them?