

London

## The Spoke Model of Difference ©2019

The Spoke Model of Difference<sup>©2019</sup> was developed by Archard, Behget, Cole and Galloway of the London Leadership Academy as a way to explore difference in complex systems work.

#### How to use the model

The model is designed to be used to pay attention to and explore the difference in the room when doing large scale work within a complex adaptive system. By using the model, we can remind ourselves of the diversity of voice, thought, position and presentation. The model can be used to introduce this to the group/team/system that you are consulting with.

The model is comprised of two aspects; the outer box and the inner spoke. The words used can be an interesting provocation in themselves in terms of opening up the conversation to explore meaning amongst the group bringing another layer of exploration of difference.

### **The Outer Box**

**CENTRALISATION . SUBSIDIARITY** 

INDIVIDUAL . ORGANISATION . SYSTEM

The outer 'box' shape represents the room in which the work takes place, and is framed by the following contexts:

**Individual, Organisation, System** – at any time in the interactions, the contributor is influenced in their shared thinking by whether they are (at that time) speaking from the point of view of them as an individual, as a representative of their organisation, or as part of the wider system. Individual presence and fine-tuned awareness of agency in this context is key.

**Conversation, Reflexivity** – We can only see/ hear what a contributor wishes to share into the room. There will also be an internal reflexivity which leads to a (possibly) unshared inner dialogue

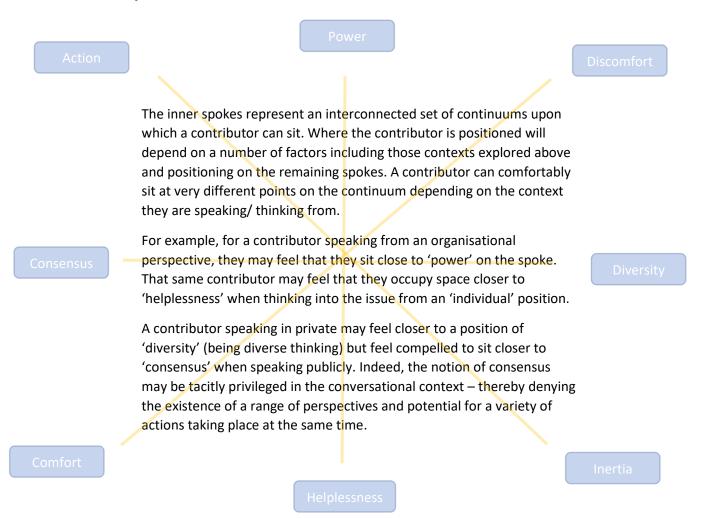
**Private, Public** – Similar to conversation, reflexivity, there with be a private view and a public view. The public view will be that shared in the room, whereas the private view will only be shared outside the meeting space. The two can be constructed of opposing views.

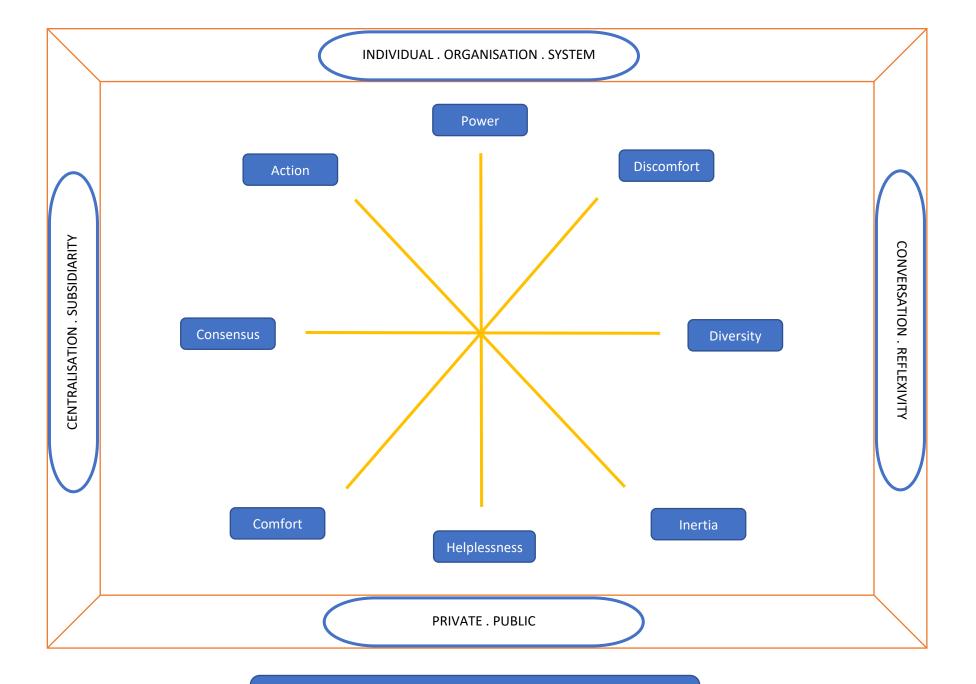
**Centralisation, Subsidiarity** – where does the decision making happen? Is this done at a local level with a 'hands off' approach, or is there central control? This in turn impacts on the advocacy of the group. To what extent do the group agree on the 'rightness' of which decisions should take place centrally or locally? Is there a commitment – in terms of power – to release potential for work to be done at the most sensible level?

PRIVATE . PUBLIC



#### **The Inner Spokes**





# Spoke Model of System Difference