

Learn More About the Liminal Pathways System



<https://www.thegrove.com/methodology/liminal-pathways-framework>

- Liminal Pathways Study
- Liminal Pathways Framework
- Liminal Pathways Mini-Workbook
- Upcoming programs

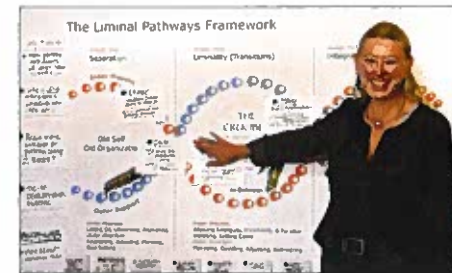
The Grove Partners with You to Support Change

We are experienced process consultants who are passionate about the challenges you and your industry face, with long experience designing and facilitating. We offer consulting services, workshops, and tools for leaders and teams to flourish in the midst of change.

www.thegrove.com



Coming in October Pathways Through Change Workshop



October 30–November 1, 2023
Los Altos, CA



Finding Opportunities in Liminality

(liminality—the space between what has been and what will be)

Getting Started on Working with the Wending Liminal Pathways Change Framework



Drivers of Change

Reflect on the initial drivers of your change. You may feel that one or more apply to your change. However, reflect on which driver you noticed first.

Situational



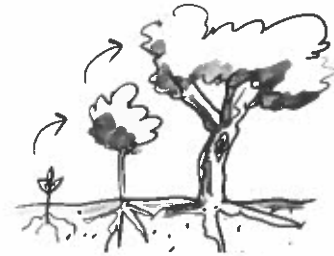
What is or was the context? What is or was going on around you? Are you primarily dealing with things over which you did not have control? In response to this, what is or was going on for you inside?

Volitional

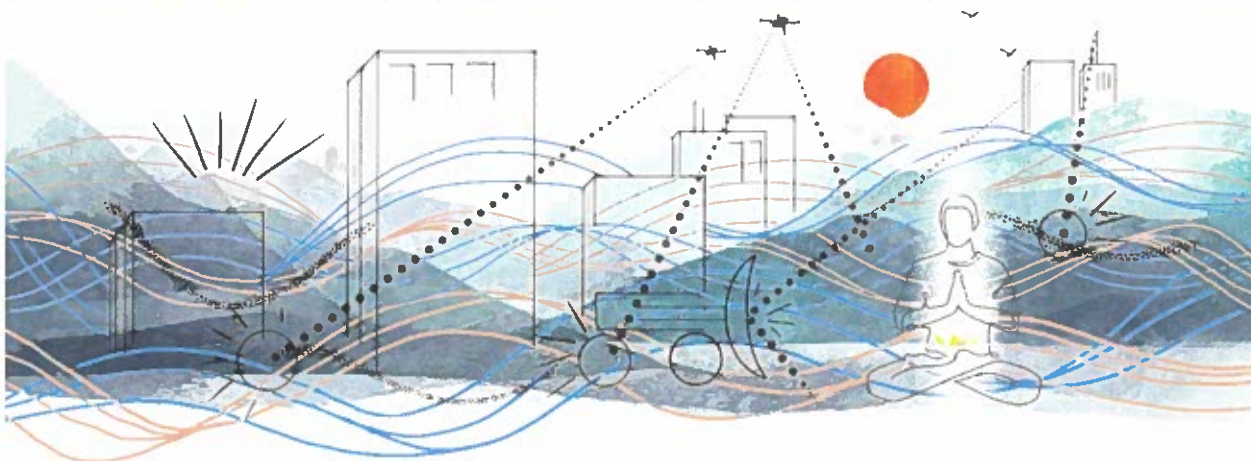


Is the change you are facing primarily arising from your or others' aspirations and plans? Is this a change you chose for yourself? How strong is the pull of your ideas about something new and different?

Developmental



Is your change a product of developmental change? Are you changing from one stage of life to the next? Is the context you are in needing to evolve because of developmental dynamics in an organization or community?



Types of Change

Are you dealing with a crisis, a change, or a transformation? Reflect on the questions under each image as you think about your change challenge.

Crisis



Is this a crisis situation? How so? Will you be able to return to the prior status quo? If not, will you have to make some major adjustments or immerse yourself in a transformational process?

Change



Will you have to adapt to reach your goal or to respond to the new situation? Are you improving something, experiencing a shift in competency, or making a change that does not change the overall status quo?

Transformation



Do you feel that this change is transformational and that you are moving to a dramatically different state or stage in life? If so, what is it that you are experiencing that makes it so?

The Feeling of Community in Crisis

Survey participants were asked how they resonated with:

The feeling of community can arise among those experiencing a crisis or significant change together, increasing a group's capacity to respond.

- 71% really resonated.
- 29% somewhat resonated.
- 0% does not resonate.

Here is one response:

I am co-leading a large research institution through COVID and the political, economic, and environmental challenges we are facing in our state. Coming together during this time of crisis has brought out the best in our team and created the strongest community I have known within this organization.

Organizational Leader/Manager

Another respondent put it this way:

In a crisis, we often see people come together to help others, even people they may have never interacted with before or thought about. We see community organizations start collaborating and trying to find solutions all the time, but the challenge is that these things do not last.

Facilitator

Where Are You in the Process?

1. Take another look at the LPF and think about the three phases of change. Make a mark where you think you are in the process. Are you in separation, in liminality, toward integration, at crossroads, or somewhere else in between?
2. Given where you find yourself, what does this mean for you to make the most of where you are and move ahead along your pathway through change?
3. Look back at the LPF on the page two. Do you relate to the inner process experiences and practices that are listed?
4. Would you benefit from the outer support practices that are listed? If you do not have the support that you need, who might you ask to help?



Tapping Into Inner Resources

Survey participants were asked if they resonated with:

When we are in a liminal zone, we may discover inner resources, insights, and capabilities we are not aware of when things are more stable.	77.5% really resonated.
	22.5% somewhat resonated.
	0% does not resonate.

Respondent highlight:

Liminality may be most useful in that we draw down certain forms of wisdom that may be unattainable when we are comfortable and clear on what is next
 Organization Development Practitioner

Respondent highlight:

In the liminal zone, need often opens doorways to forgotten or unfamiliar strengths, abilities, and resources. That's why taking care of oneself, developing a community, and reaching out for support are so critical.
 Leadership Consultant/Coach

What Is Your Change? A Mini Assessment

Use the spaces for notes below and on succeeding pages to complete this assessment and reflect on your insights.

1. Sit quietly for a few minutes and list all the challenges that are going on in your life right now. Don't evaluate; just keep your pen on the page for a while.
2. Pick a personal or professional change that has the most energy for you right now and that you feel would most benefit from some focused attention.
3. Notice your reactions, thoughts, feelings, sensations, and any images or specific moments in time that are coming up in response to picking this challenge.
4. Take some notes in response to picking this challenge and possibly draw the image or just express your reaction.
5. Give your change a title that communicates the essence of this change.

● List Current Changes

Name Your Change

● Notes

Change Requires Inner Work

Survey participants were asked:	86% really resonated.
Effectively moving through a change requires a great deal of inner work.	12.5% somewhat resonated.
	1.5% does not resonate.

Here are several short responses to reflect the high agreement on this:

I believe we need a strong, harmonious, and fluid interior life to support outward actions that benefit the whole.

Educator

There is so much in the world today that we cannot forecast, predict, control, or change through the physical plane, and that seem dangerous, even life-threatening. It takes the inner qualities of resiliency, equanimity, compassion, hope, courage, fortitude, and love to weather these stormy times and come out whole.

Organizational Leader/Manager

I feel like I have been put through the wringer this past year—and it's ALL inner work.
 Leadership Consultant/Coach

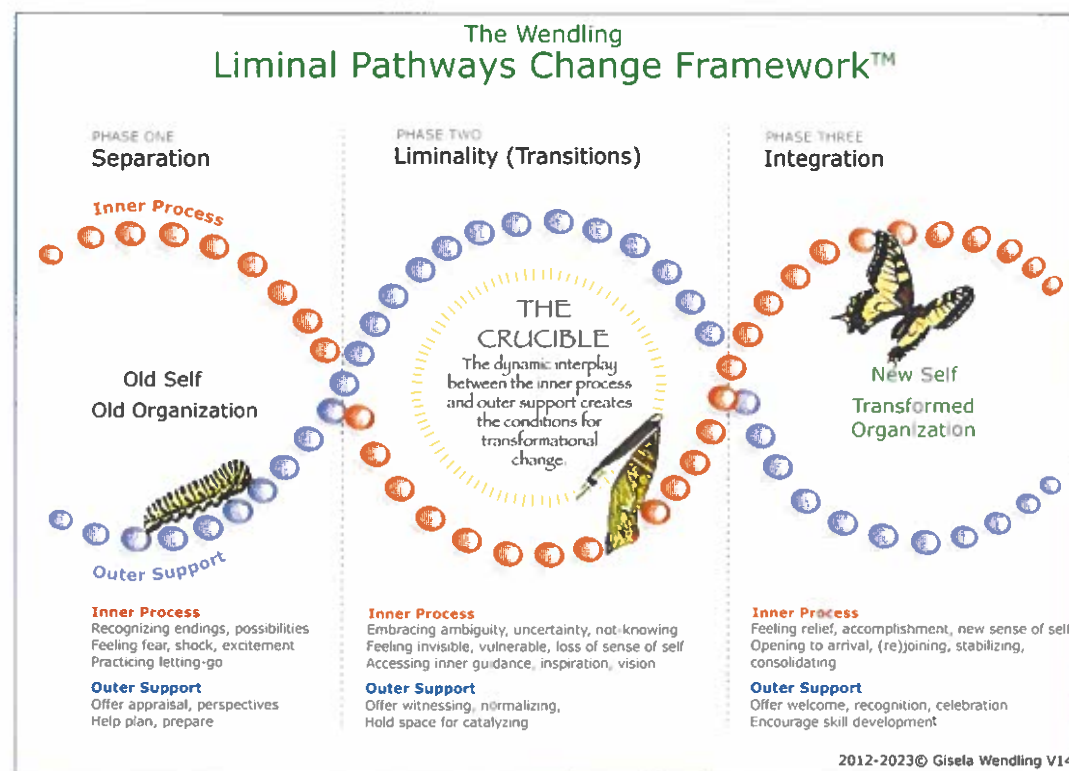
The Inner Process and Outer Supports of Change Work

There has been an increased focus on the inner development of leaders and their teams and a continued emphasis on the “use-of-self” among organization development practitioners. But there remains a gap in organizational change work that purposefully integrates the outer support functions with the inner process of change. Engaging the inner process on the individual and collective levels can help catalyze change across levels of systems—whether that be teams, organizations, or larger stakeholder initiatives.

Bringing together the focus on the inner and outer for practical use during change in all manner of settings is the purpose of the Wendling Liminal Pathways Change Framework™ (LPF) and is the subject of the recently completed Liminal Pathways Study concerning the efficacy of the framework (see back page). Below is the LPF outlining the inner process and outer support practices for each of the three phases. This Mini-Workbook orients you to the LPF and how to start applying it to a personal or professional change challenge. It also highlights several key results from the Study. Enjoy!

Key Themes in the LPF

1. Change unfolds over time like a wave or theme in music, and the pattern repeats and expands depending on the length and scope of the process.
2. Change is driven by new situations, developmental challenges, or volitions; it can be a crisis, an adaptation, or a transformation.
3. A change process always has three basic phases—Separation, Liminality, and Integration.
4. Liminality in Latin means ‘threshold’ and points to the place where we can no longer return to what has been. But it is more than an event. To enter the liminal, we let go of what has been and open up to the uncertain and unknown while also getting in touch with new possibilities, insights, and the energy needed to move through a change that also changes some aspect of who we are.
5. Outer supports need to be designed and facilitated to support the inner process and the realization of the change.



Finding Stability in Times of Uncertainty

We can intentionally develop our competencies to make sense of, embrace, and steward change. These competencies are essential to finding stability in the midst of uncertainty, especially when the outer world is experiencing significant disruptions.

Reflect on the capabilities and questions and capture your responses on the template below.

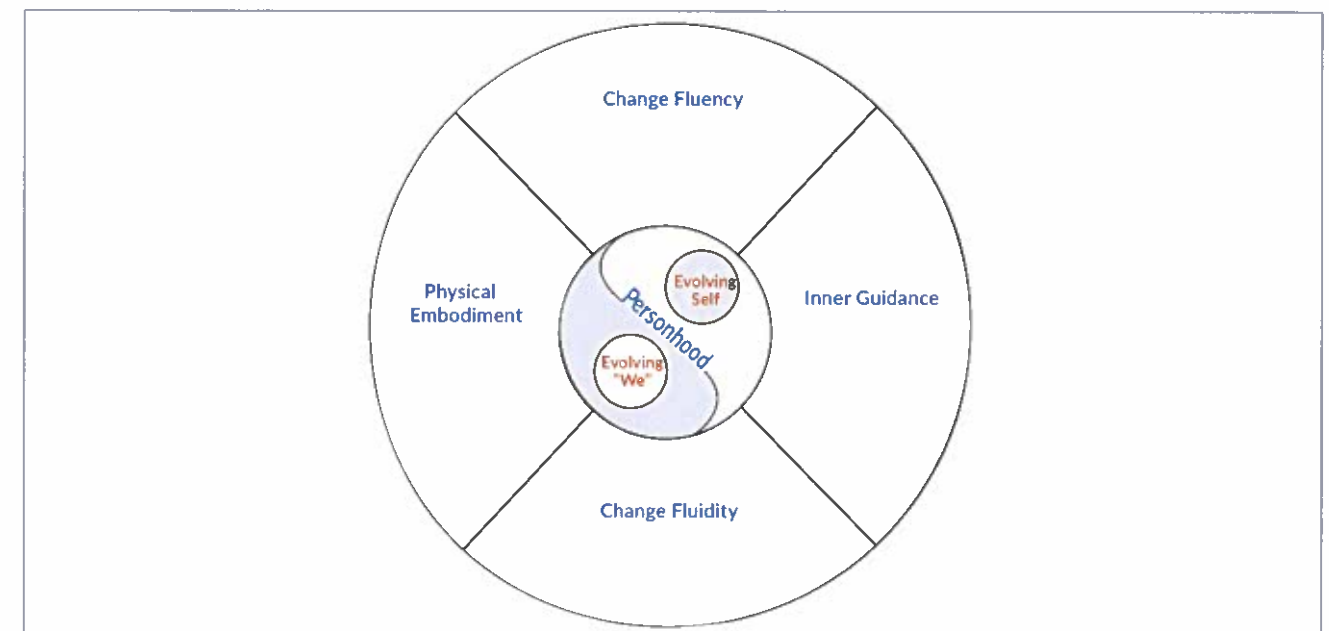
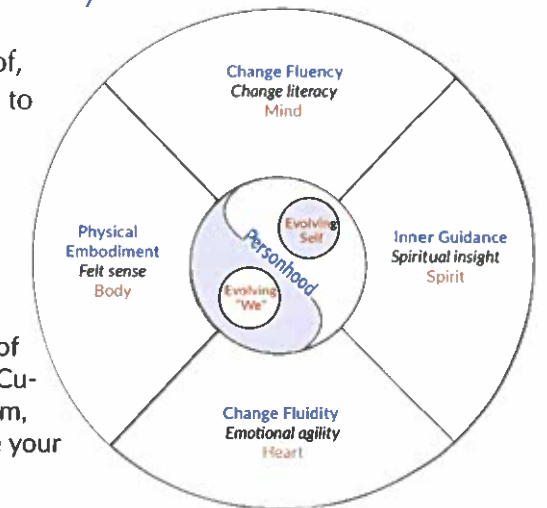
Change Fluency involves change literacy, your mental understanding of change, and your ability to use the language of change. Do you have: Curiosity about the human experience, how systems evolve and transform, and familiarity with change models? Do you have the ability to update your mental models, assess situations, and design processes?

Change fluidity involves your emotional agility and connection with your heart energy. Do you have the ability to discern among your own and others’ emotions, especially as you shift from one context to another? Are you able to identify personal triggers and regulate affect? Are you able to be vulnerable, transparent, compassionate, as well as set boundaries as needed?

Physical embodiment involves your felt sense and your connection to your own body. Are you able to attune to what your body is sensing? Are you able to notice shifts in the relational field from one context to another? Are you able to attune, resonate, calibrate, and cohere? Are you able to ground, hold boundaries, and stay present?

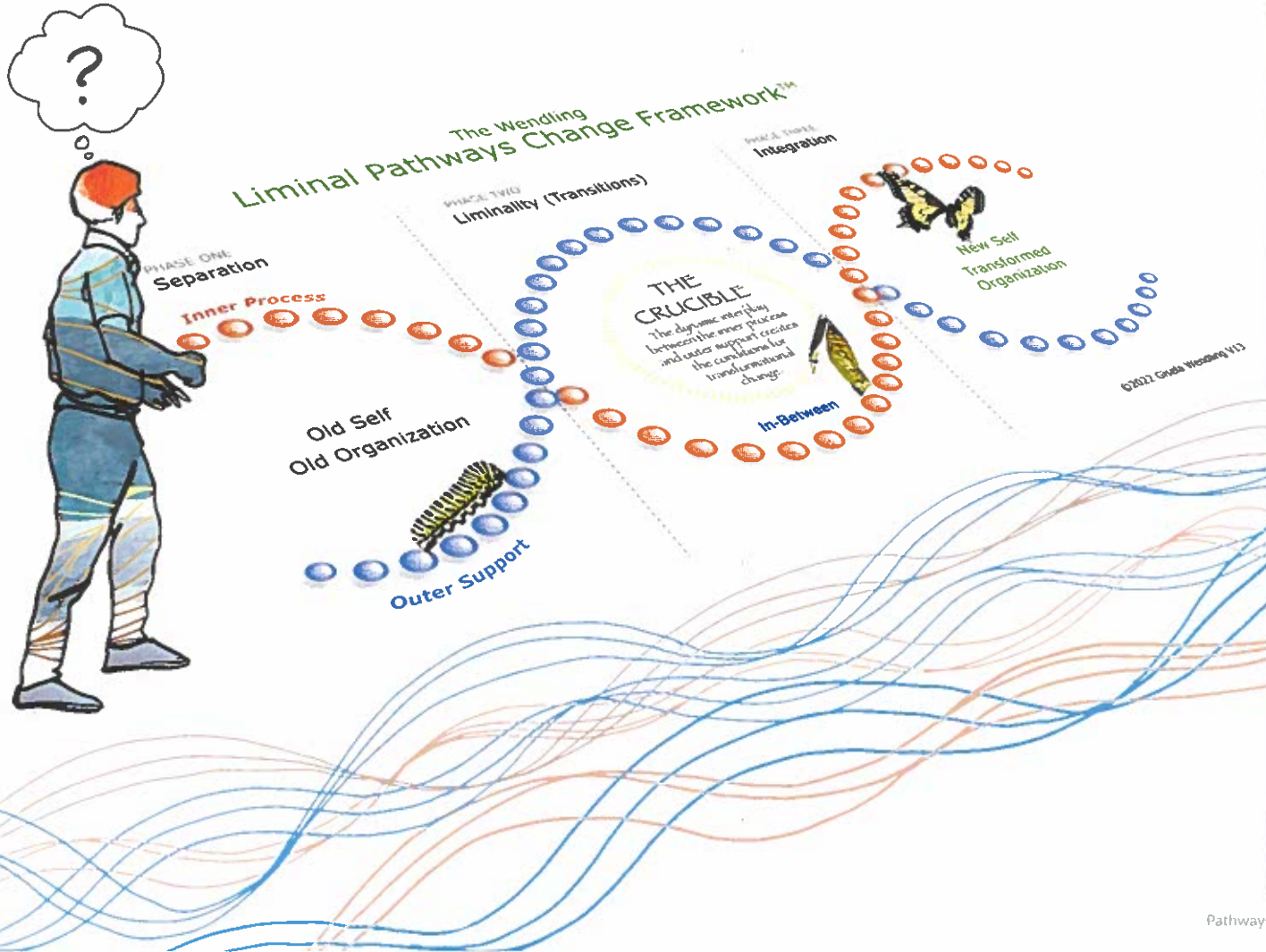
Inner guidance involves the function of spirit. It is about the ability to perceive insight to recognize emergent opportunities, visions, and wise perspectives. Are you able to engage active imagination, connect with inspiration, and work with symbolic meaning and transpersonal perspectives? Do you have spiritual practices, such as meditation and prayer?

Personhood is about who we are and what we are able to do given our social and cultural context and the developmental stage we are in. These uniquely shape what each person is ready and needs to learn and practice at any given time. Do you have the ability to integrate and apply liminal competencies, access their transformative potential, and support others doing the same with awareness of their cultural and social contexts and developmental stages?



Where Are You in the Process?

● Notes



What Is Your Change?

● List Current Changes



Name Your Change

● Notes

The Wendling Liminal Pathways Change Framework™

PHASE ONE Separation



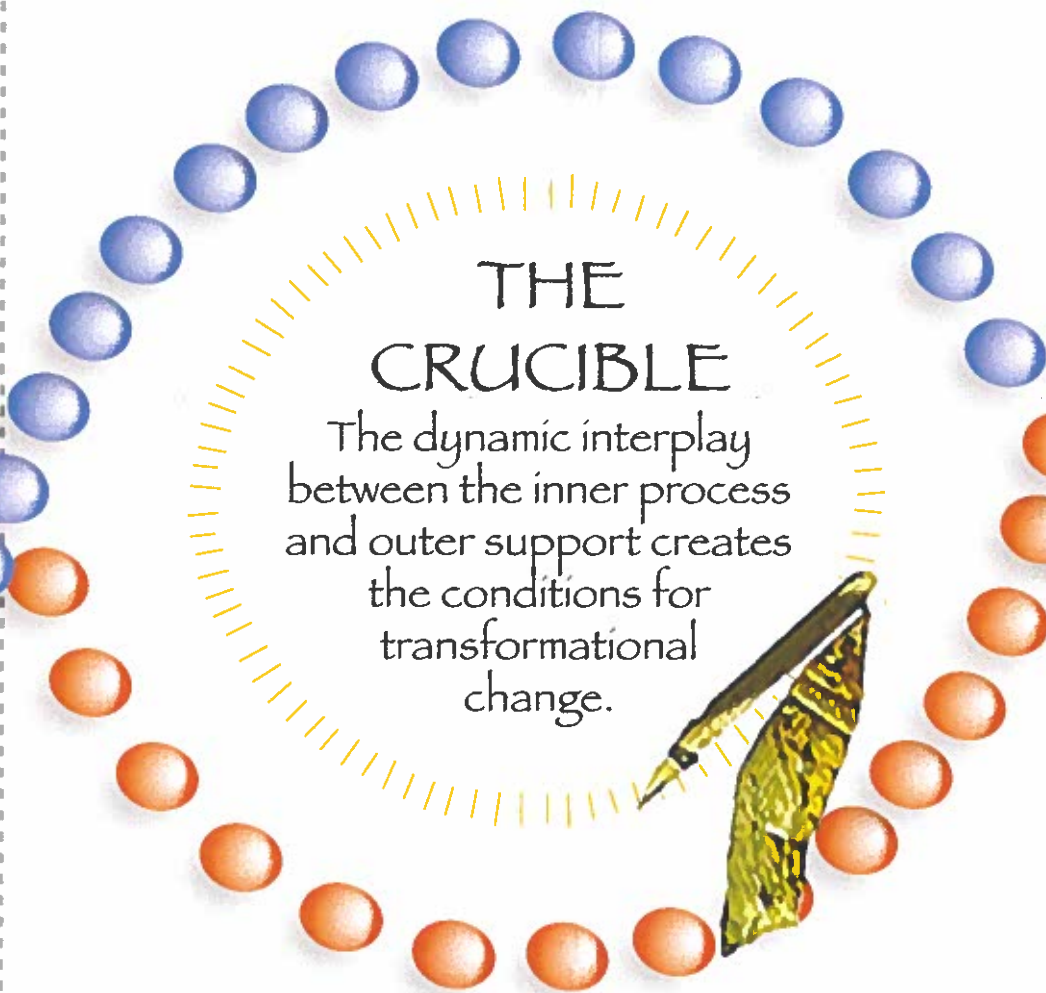
Inner Process

Recognizing endings, possibilities
Feeling fear, shock, excitement
Practicing letting-go

Outer Support

Offer appraisal, perspectives
Help plan, prepare

PHASE TWO Liminality (Transitions)



Inner Process

Embracing ambiguity, uncertainty, not-knowing
Feeling invisible, vulnerable, loss of sense of self
Accessing inner guidance, inspiration, vision

Outer Support

Offer witnessing, normalizing,
Hold space for catalyzing

PHASE THREE Integration



Inner Process

Feeling relief, accomplishment, new sense of self
Opening to arrival, (re)joining, stabilizing,
consolidating

Outer Support

Offer welcome, recognition, celebration
Encourage skill development