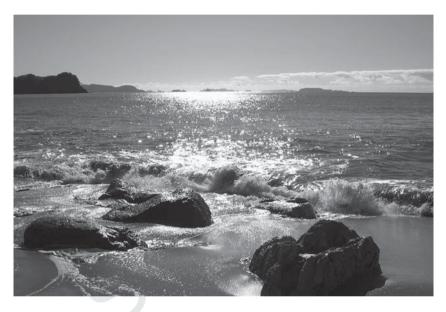
Contents



"The ways of water" New Zealand, 2015

List of Illustrations Acknowledgements	viii ix	
A Short Introduction – Why Working in Transitional Space Matters	χ	
Prologue: Water –		
The Significance of Water as Life-Metaphor	xiii	
Leaders Moving into Unknown Waters	xvi	

Part I: Leading into Unknown Waters	1
Chapter One: Why Liminal Space Matters for Leaders What Is Liminality? Why Liminality?	3 5 9
Leadership and Liminality	11
A Survey Honoring Change-Theory Thinkers and Social Scientists	16
Chapter Two: Crossing into Threshold	23
Depolarization	26
Tuning in to the Collective Unconscious	30
Inner Essence or Soul Work	35
Transformation	37
Positives and Negatives	40
Chapter Three: Learning the Intentional Containing Space	43
Practical Matters	47
Facilitating a Learning Team in Liminal Space	
– The Leader	47
Participating in a Group in Liminal Space	49
Unintentional Liminal Space	52
Positives and Negatives	56
PART II: FACETS OF LIMINAL SPACE	59
Chapter Four: Flowing Water –	
Encountering Change, Trusting the Process	61
Encountering New Spaces with Powerful Questions	66
Consciousness-raising	68
Deepening the Conversation	72
Positives and Negatives	74
Chapter Five: Ice – Standing Strong, Fostering Courage	77
Leaders and Ice	78
Where We Go and What We Carry	80
Brave Space	84
Unintentional Emergence	88
A Third Way	91
The Collective Unconscious	92
Positives and Negatives	94

Contents	vii
Chapter Six: Steam – Setting Potential Free	97
The Container Loosens	99
The Third Way via Hope	103
Building Scenarios	107
Positives and Negatives	110
Part III: Landing in the Future Here and Now	113
Chapter Seven: Landing – New Ground on the Other Side	115
What We Bring upon Arrival	117
Reflection on the Journey through Liminal Space	120
Living Interstitially	121
Positives and Negatives	125
Chapter Eight: The New Equilibrium –	
Living for the Greater Good	127
Journey's End, for Now	127
Positives and Negatives	129
Challenges for the Future	129
Норе	131
Epilogue: Liminality of Water	135
Appendices	137
Appendix A: How Facilitators Create Containers	
in Liminal Space	137
Appendix B: How to Participate in Liminal Space	141
Appendix C: A Summary of the Scenario-building	
Process	143
Endnotes	149
Bibliography	159
Index	161