



Key Advice

Case Examples of 4D Mapping in Practice

Hayashi, A. (2021) Social Presencing Theatre: *The Art of Making a True Move*. PI Press.

Application of 4-D Mapping to Systems Transformation in Cambodia: Youth-Led Collaborative Venture Lab

by Manish Srivastava

In 2018, the Presencing Institute worked with the Development Coordination Office within the Office of the UN Secretary General to pilot the SDG Leadership Lab in Cambodia. In 2016, the United Nations members adopted the seventeen Sustainable Development Goals (SDGs) to achieve a better world for people and the planet by 2030. A key element of the Cambodia process was the Youth-Led Collaborative Venture Lab, which brought together leaders from UN agencies and from government, business, and civil society, along with Cambodian youth representatives, to generate a cross-sectoral partnership road map for addressing the challenges faced by youth in Cambodia. As facilitators, our role was twofold: to help this diverse group of leaders see and sense the systemic challenges together, and to support their development of partnerships and projects.

A few weeks before the lab, we formed a design team of young leaders within UN Cambodia. The team interviewed all youth stakeholders and invitees and summarized their reflections into one question: What would empower youth to learn, earn, and contribute to sustainable development in Cambodia?

We then asked them to identify ten roles of stakeholders who mattered most for transforming the ecosystem supporting youth in Cambodia. We guided them to keep the three divides (ecological, societal, and spiritual) in mind while selecting roles. While facilitating the 4-D Mapping, I was a bit skeptical that such a diverse group would engage effectively with an embodiment-based creative process. To my surprise, Social Presencing Theater provided them a method to make visible their collectively felt reality beyond the limitations of sectoral, generational, and gender divides.

As we mapped the current reality in Sculpture 1, the systemic divides became visible and evident to all. Everyone in the room was quiet and fully tuned in.

As we moved from Sculpture 1 to Sculpture 2, clusters emerged among the roles, crystallizing the potential places where collaborations could be fostered to transform the ecosystem.



After initial reflection, we asked participants to identify places in the map that had the most potential to shift the ecosystem. They identified six such venture areas. We then formed six cross-sectoral teams to develop change prototypes based on the insights generated from the map. Over the next twelve months the teams experimented with the prototypes and shared their learning with each other.

Here is one example of an outcome from their 4-D Mapping. Participants noted that when Social Enterprises and Business came together in the map, their attention shifted to the Youth. An insight arose in the group that those two groups could work together toward inclusive development. A prototype idea was born to create an SDG Business Award for local businesses that partnered with youth representatives.

Participants said that 4-D Mapping helped them to see and sense the whole system together and to create collaborations on what mattered most. It also transformed the intergenerational dynamics between youth leaders and institutions. Fabienne Moosmann, UNFPA youth coordinator in Cambodia, shared this observation at the end of the workshop: “I’m not sure what the future holds, but after this week, I know young people in Cambodia will have a say and they will have the space to lead.”

I am grateful to UN leaders, including Pauline Tamesis, Ifoda Abdurazakova, and the United Nations Country Team (UNCT), as well as to the Presencing Institute facilitation team, including Becky Buell, Katie Stubley, and John Stubley, for co-creating this experience.

Application of 4-D Mapping in a Banking Institution

by Daniel Ludevig

A critical European banking institution brought together its top leadership team of about thirty people to explore strategic options and its five-year plan. With the client open to doing a 4-D Mapping. I worked in advance of the workshop with a colleague, Hendrik Backerra, and the team’s manager to identify the most relevant elements and stakeholders to include in the mapping.

These included the internal roles: Leadership Team, Company Staff, and the various Committees within the organization. The list included external roles: Economic Markets, International Institutions, Internationally Minded People, People in Creditor Countries, and People in Borrower Countries. In addition, to embody the three divides, they chose the roles of Changing Environment (Earth), Immigrants (Excluded), and Stability and Success of the Euro (Aspirational Self).

As the mapping began, the participants sensed into the starting place and gesture for their chosen role (Sculpture 1). They then began their slow and tentative movements toward their second sculpture. Despite some initial skepticism, as they began to observe the movements around them a hush came over the group. Within seconds, it



was as if all thirty people in the room became one body, noticing with both fear and recognition the dynamics that were playing out in front of them.

After seven or eight minutes of movement, the participants arrived in their Sculpture 2 and began sharing their individual observations and experiences.

Those in the roles of the Leadership Team and the Company Staff were shocked at how inward their focus of attention had been throughout the mapping. The bank's Aspirational Self and Purpose, Stability and Success of the Euro, had felt entirely ignored. Adding to that, Immigrants and People in Borrower Countries had found themselves on the very edge of the room in which the map was unfolding. They were entirely out of sight of the key players who were huddled together in the center of the room moving around one another in circles for the majority of the journey from Sculpture 1 to 2.

After the mapping we engaged the group in a rich debrief around their observations, reflections, and interpretations of what had taken place. While many expressed sadness at the reality they had just experienced, there was also a new openness to recognizing their attention gaps. One participant mentioned that it reconnected him with the reason he had joined the bank in the first place. Another stated that she was shocked to see how accurately the mapping shed light on the dynamics and habits present in her system of work.

The insights on strategic possibilities obtained from the visual and embodied dimension of these sculptures were so meaningful to the leadership team that they decided to use photos of Sculptures 1 and 2 to support their presentation of strategic options to the rest of the company. I have no doubt that the experience of the 4-D Mapping acted as a cornerstone for their development of a stronger foundation together, and consequently, a more fully lived purpose.