Heterarchy:
Change in the Fast Lane

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October 8, 2015

Jankovic's Sisyphus

Today we'll explore . . .

» What is heterarchical change?

» So what does leadership in heterarchy require?

» Now what can you do to foster heterarchical change in your community?
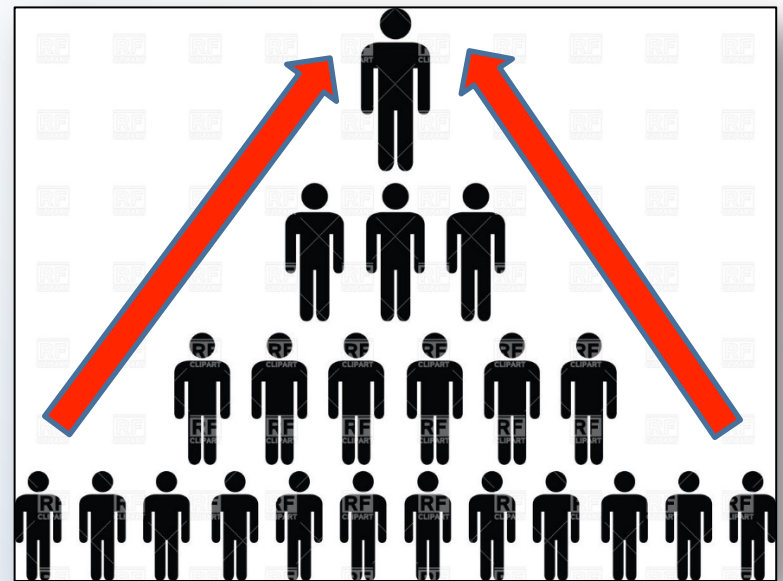
Hierarchy

Top-down change is hard

» Messages get distorted

» Monitoring is difficult

» Timing is unpredictable

» Resistance is likely

» Resources disappear

» Consistency gets lost

» Outcomes disappoint
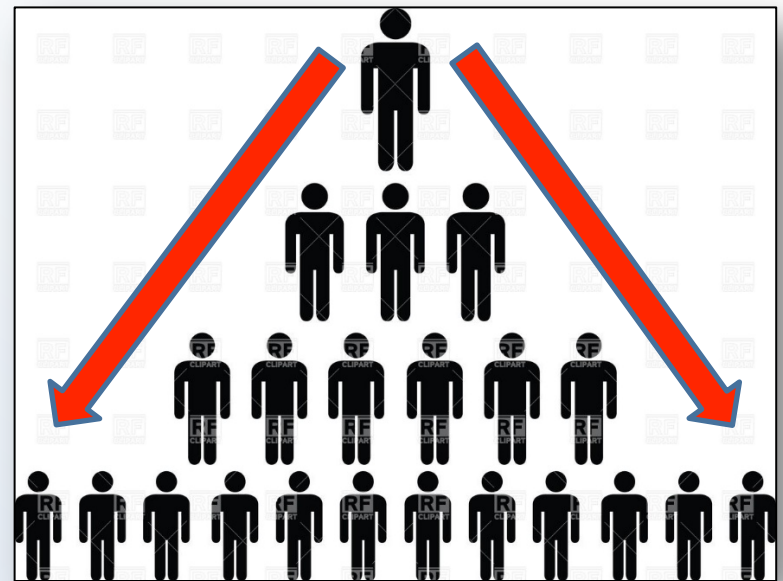
Anarchy

Bottom-up change is hard

» Messages get confused

» Communications fail

» Timing is unpredictable

» Resistance is surprising

» Resources are limited

» Consistency is rare

» Outcomes disappoint

Heterarchy

Adaptive, heterarchical change is easy

» Messages adapt

» Communications adapt

» Timing adapts

» Resistance adapts

» Resources adapt

» Consistency adapts

» Outcomes adapt
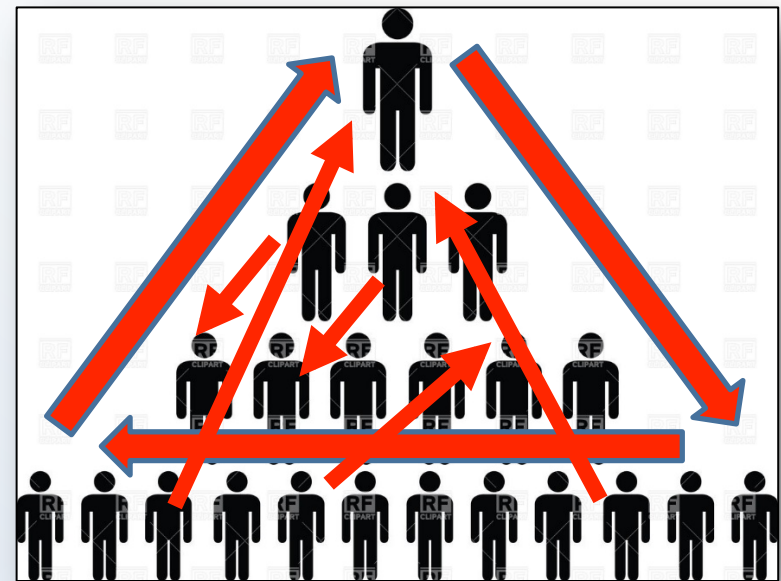
BUT it is messy!

Leading Heterarchical Change

» Choose wisely

Choose Wisely

Hierarchy works for. . .	
Interdependencies Common interest Private and public info Shared resources Enforced fairness Social sustainability Generalizable solutions	

Choose Wisely

| Hierarchy works for. . .	Anarchy works for . . .
Interdependencies	Individuals
Common interest	Personal interest
Private and public info	Private information
Shared resources	Private resources
Enforced fairness	No need for fairness
Social sustainability	Personal comfort
Generalizable solutions	Local solutions

Leading Heterarchical Change

» Choose wisely
» Set conditions for success

Set Conditions to Guide Both Hierarchy & Anarchy

» Containers:
Vision, identity, simple rules

» Differences:
Values, measures, distinct functions/roles

» Exchanges:
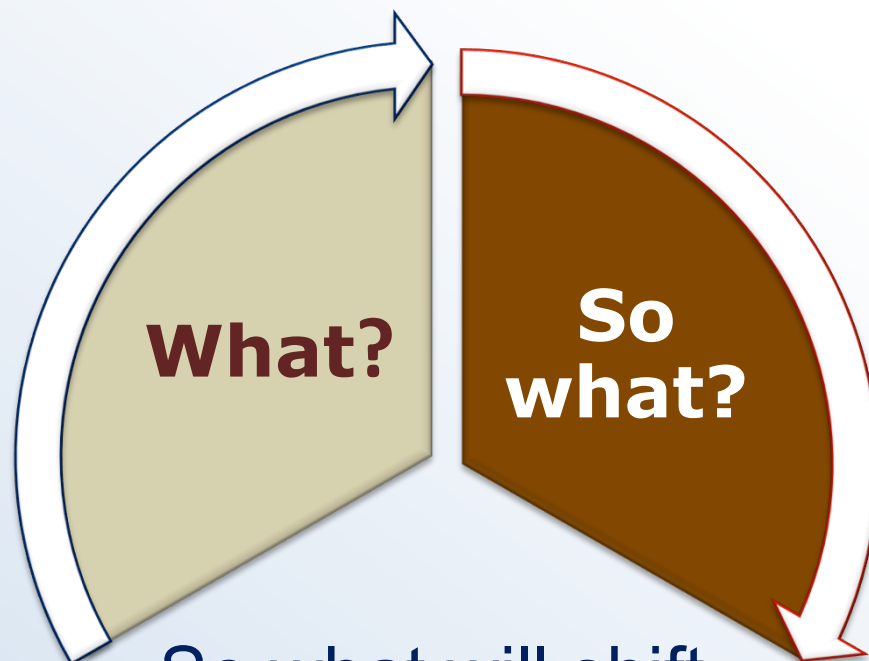Feedback, stories, transparency
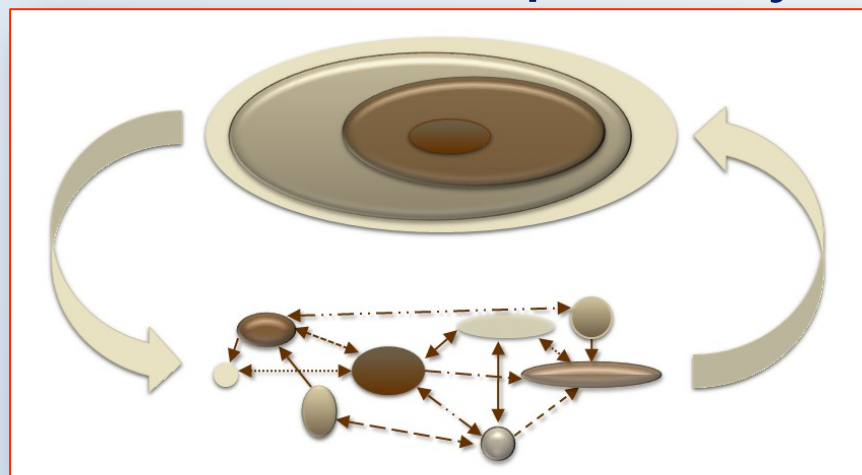
Leading Heterarchical Change

» Choose wisely

» Set conditions for self-organizing

» Continually engage in Adaptive Action

Adaptive Action

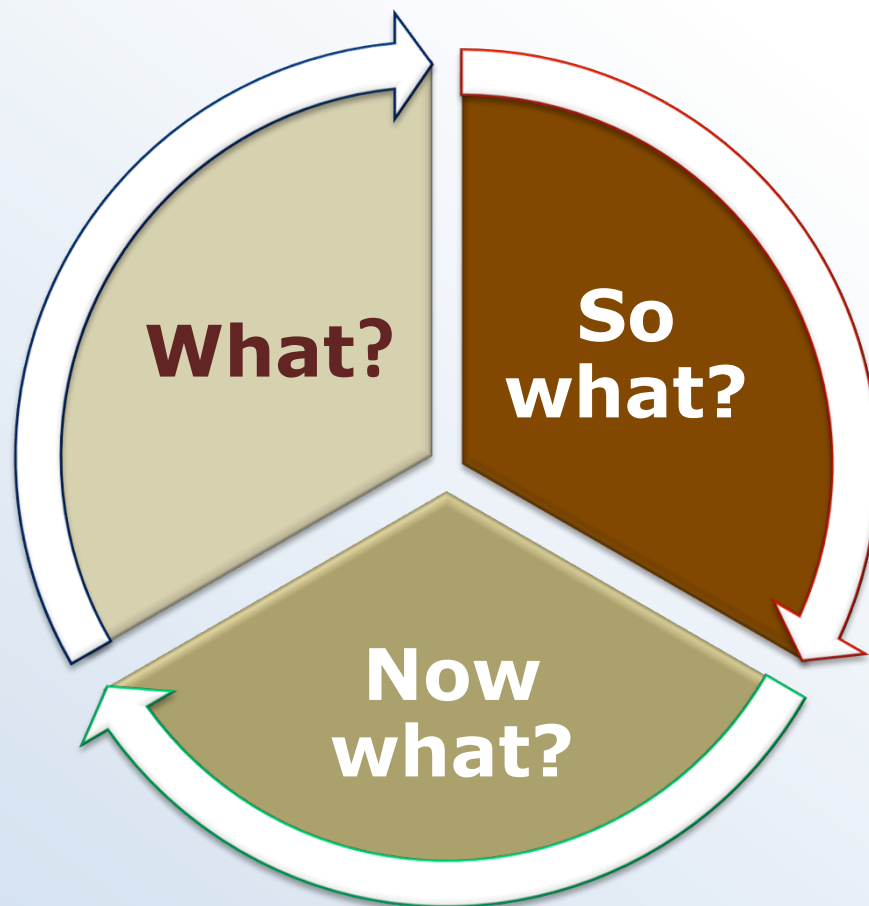**What?**

What is the pattern in this moment?

Adaptive Action

What?

So what?

So what will shift toward greater coherence?

Adaptive Action

Now what can I/we do to make a difference?

So what?

What?

Now what?

Now what for you?

» What evidence of hierarchical, anarchical, heterarchical change do you see in your organization?

» So what are the risks and benefits of each currently?

» Now what can you do to adjust the conditions to create a change pattern more fit for function?

Today we've explored . . .

» What is heterarchical change?

» So what does leadership in heterarchy require?

» Now what can you do to foster heterarchical change in your community?

Now What?
Explore More

» Books

 » *Adaptive Action: Leveraging Uncertainty in Your Organization*
(Eoyang & Holladay)

 » *Coping with Chaos: Seven Simple Tools*
(Eoyang)

» Web

 » www.adaptiveaction.org

 » Blog at http://www.adaptiveaction.org/blog/201509/Power

 » Wiki.hsdinstitute.org

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Now What?
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