

Adaptive Action Conversation 13

Moving Forward in Complexity: Strategy for the 21st Century

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Today we will . . .

- » Explore the challenges to strategy in the 21st Century
- » See strategy on multiple time scales
- » Use Adaptive Action as scale-free strategy
- » Support your own strategic Adaptive Action
- » Share more resources



- » The past is a template for the future
- » We can predict progress
- » Change is evolutionary
- » Economic systems are predictable
- » Political systems are stable
- » Strategy is scientific and data driven



- » The past is NOT a template for the future
- » We can NOT predict progress
- » Change is NOT evolutionary
- » Economic systems are NOT predictable
- » Political systems are NOT stable
- » Strategy is NOT scientific and data driven

So what do we know?

- » Human systems are
 - » Open
 - » High dimension
 - » Nonlinear



So what do we know?

- » Human systems are
 - » Open
 - » High dimension
 - » Nonlinear
- » Change is dynamical
 - » Unpredictable
 - » Discontinuous
 - » Driven by the past



So what do we know?

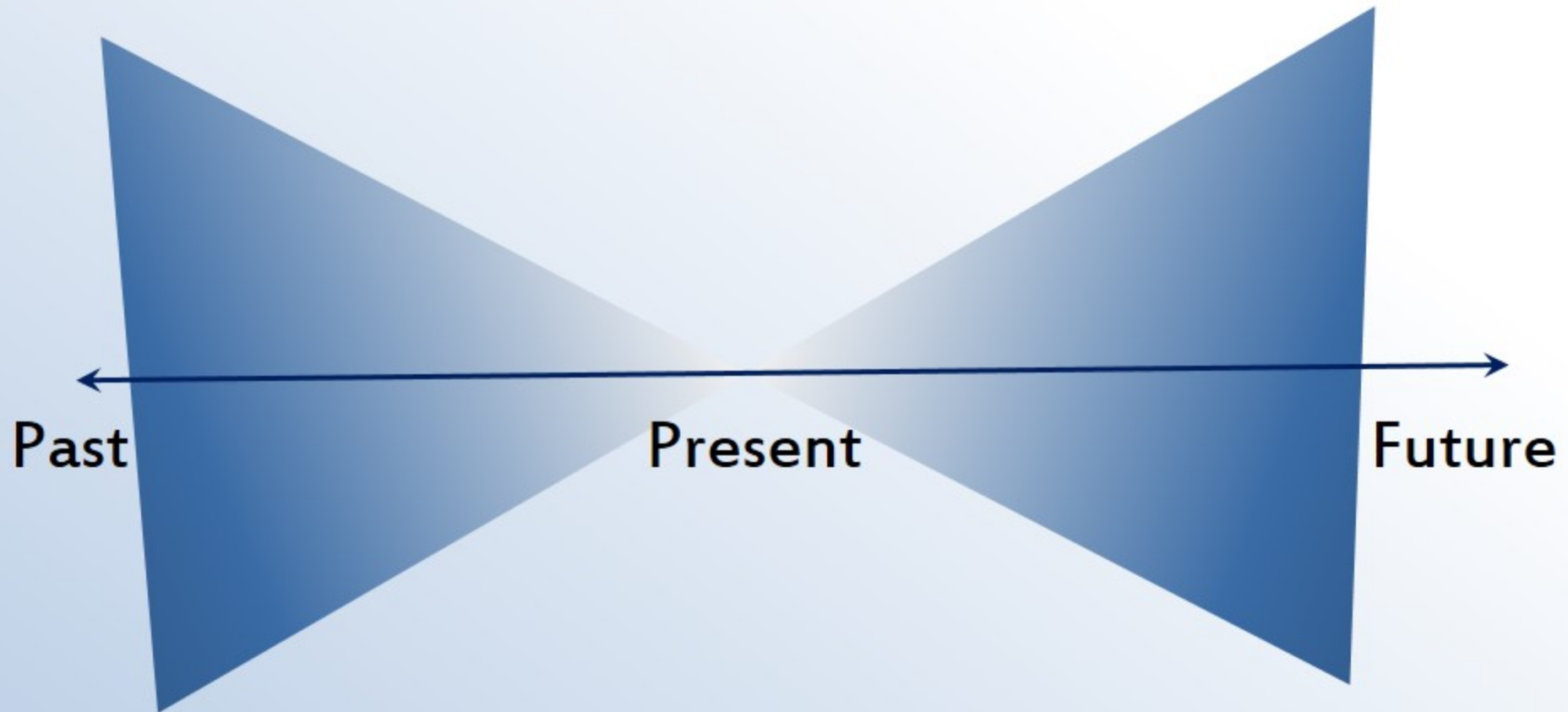
- » Human systems are
 - » Open
 - » High dimension
 - » Nonlinear
- » Change is dynamical
 - » Unpredictable
 - » Discontinuous
 - » Driven by the past
- » Adaptive Action engages with dynamical change in human systems



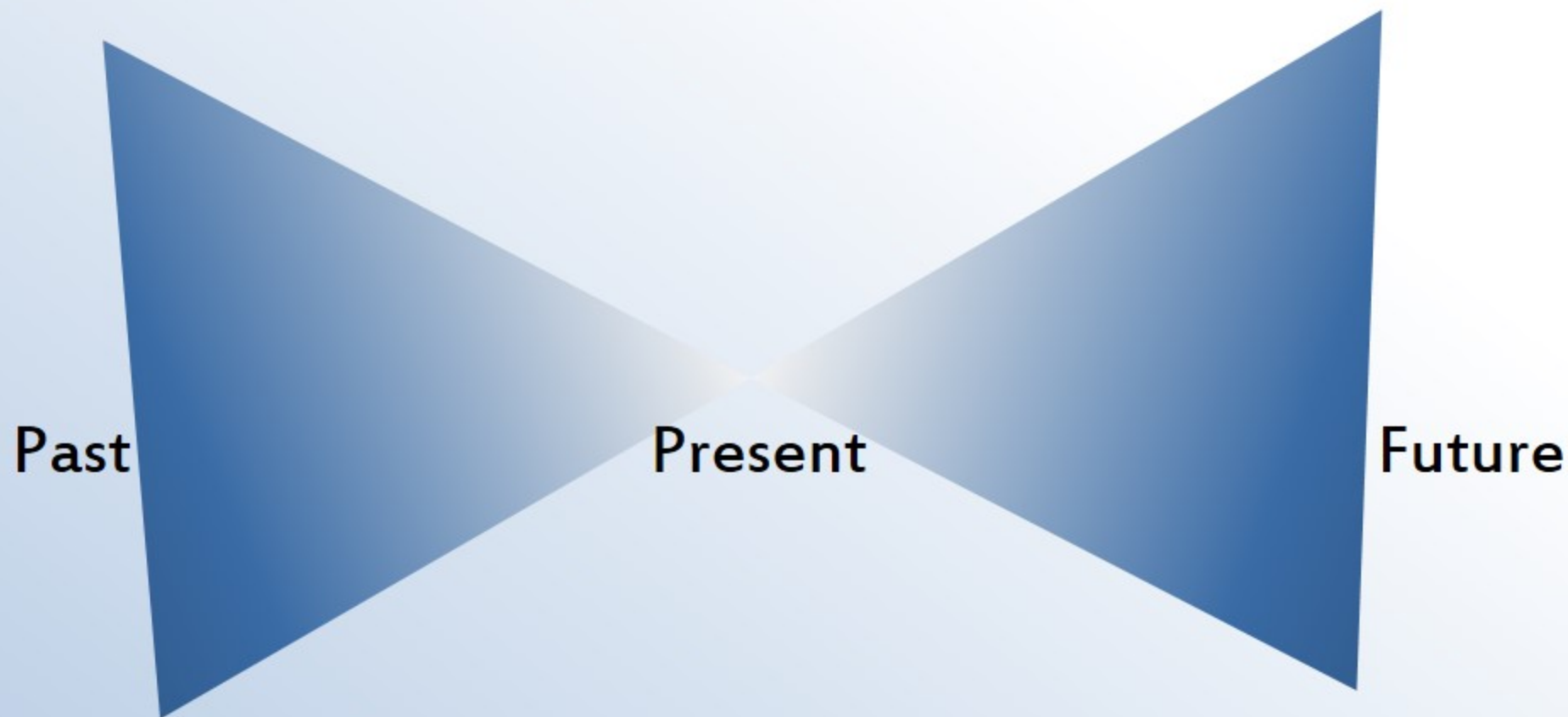
We used to see time as . . .



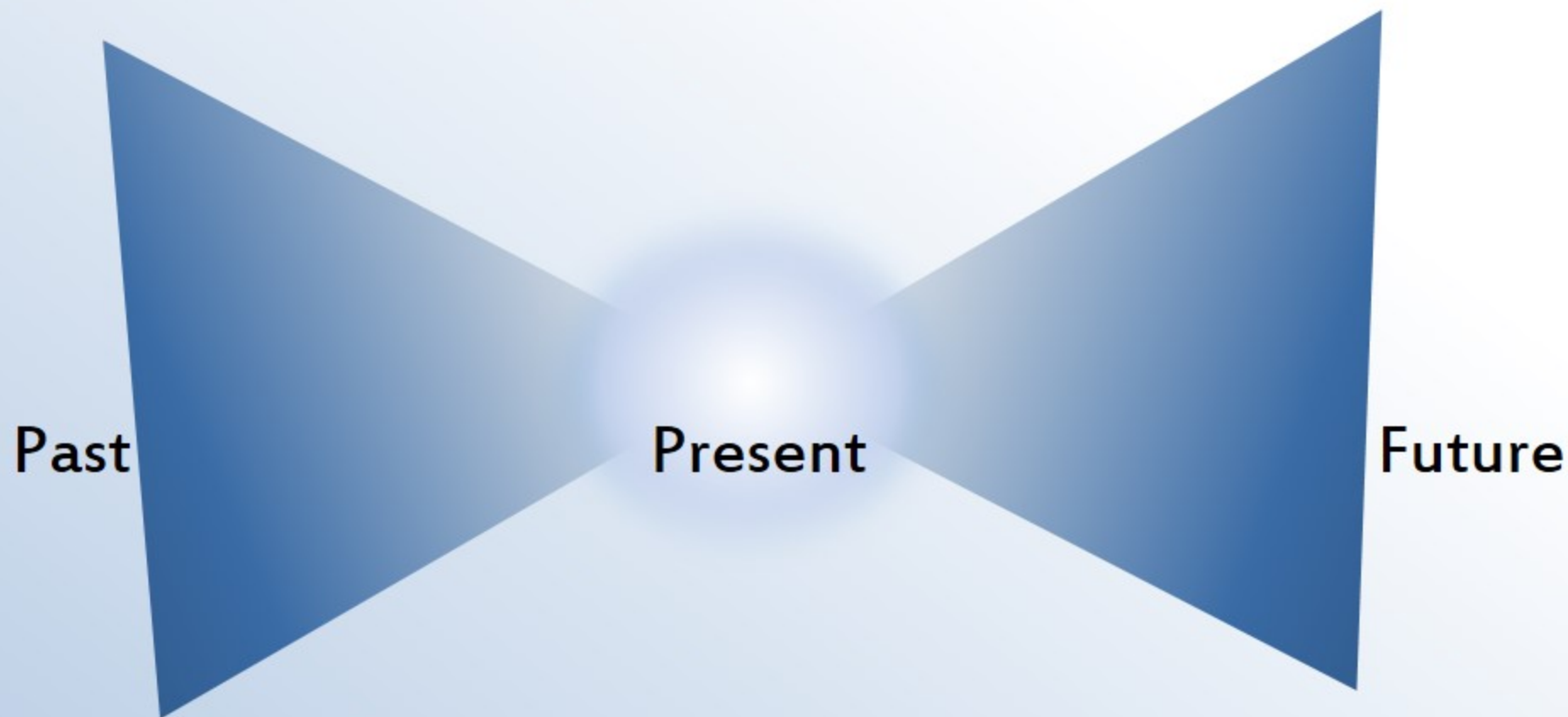
Now we see it as . .



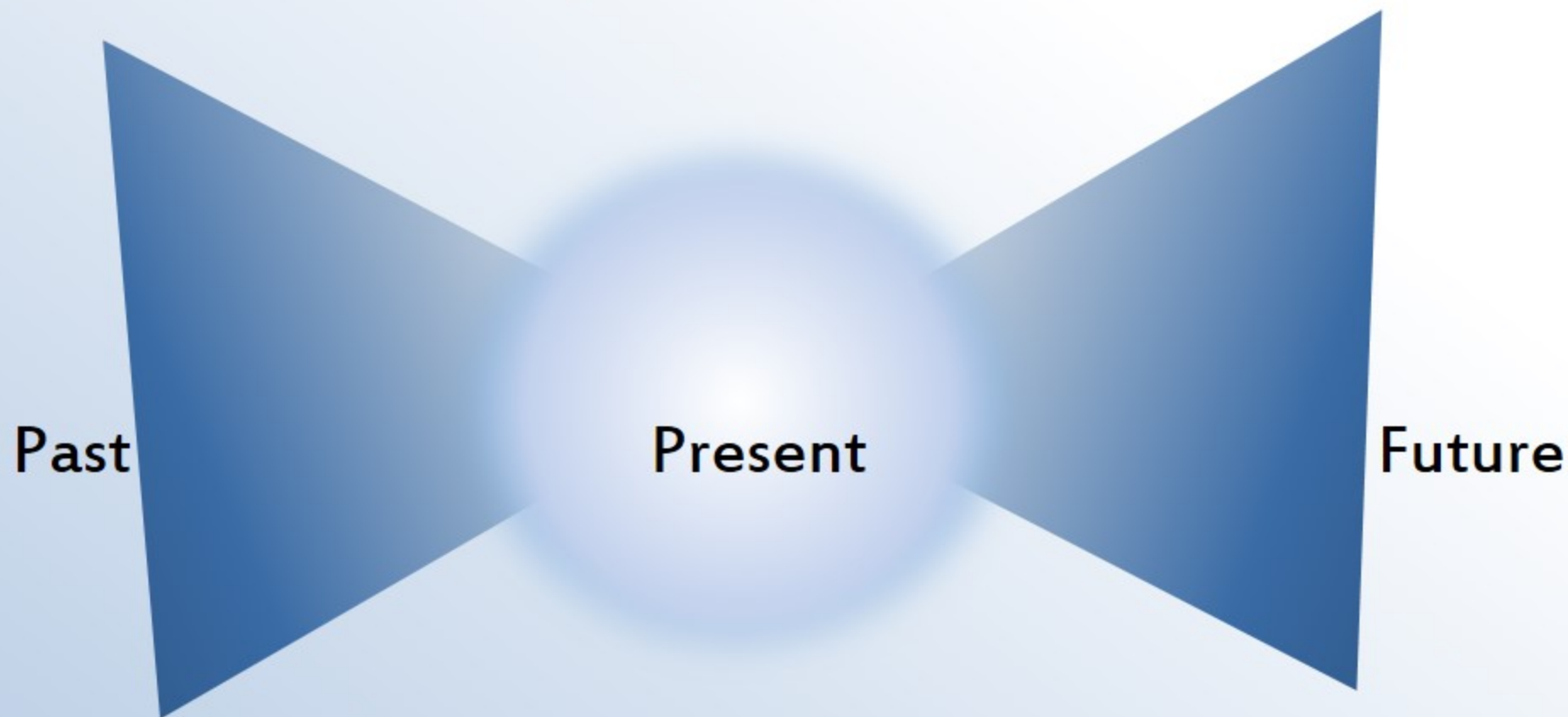
In future we will see . . .



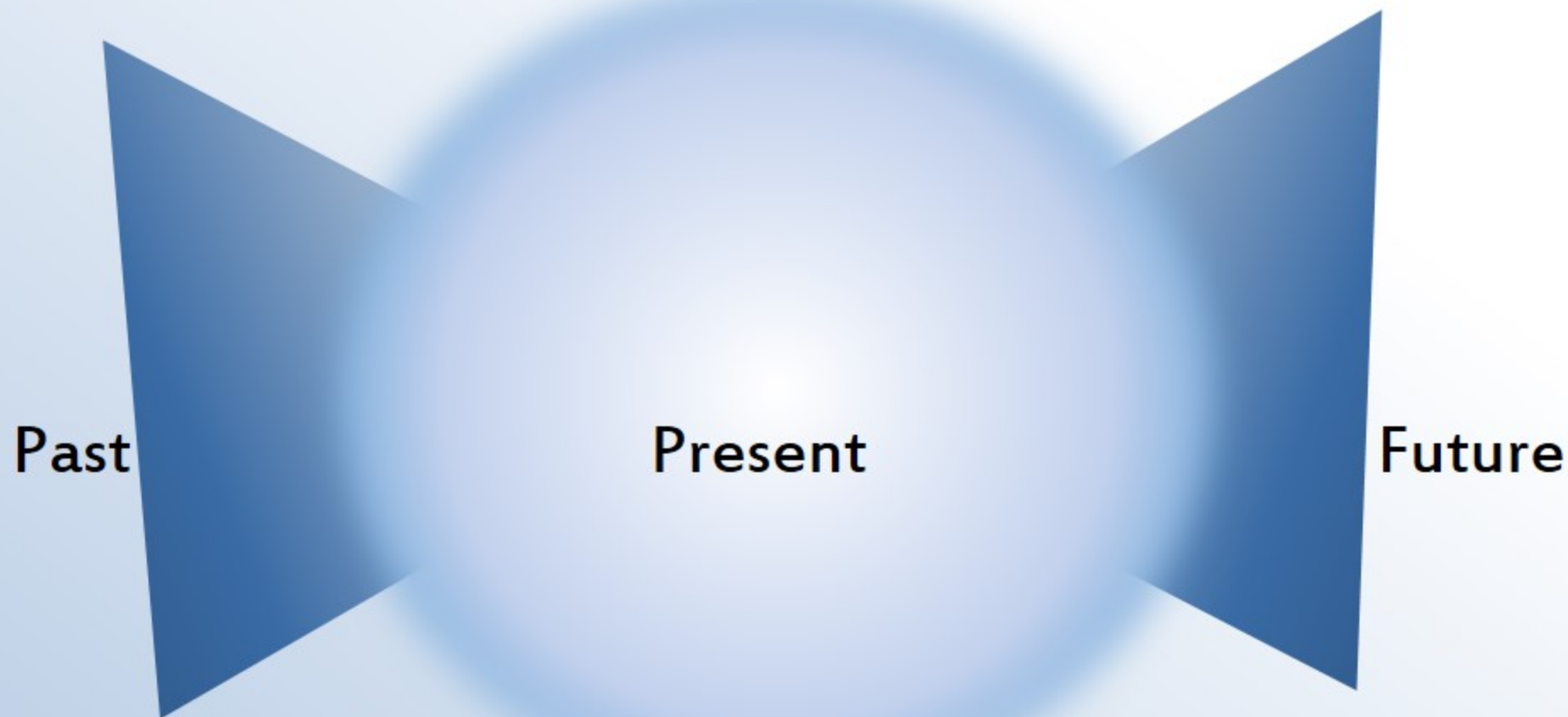
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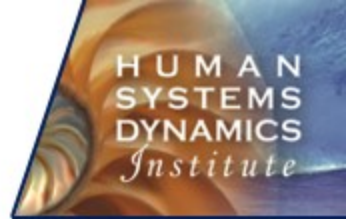
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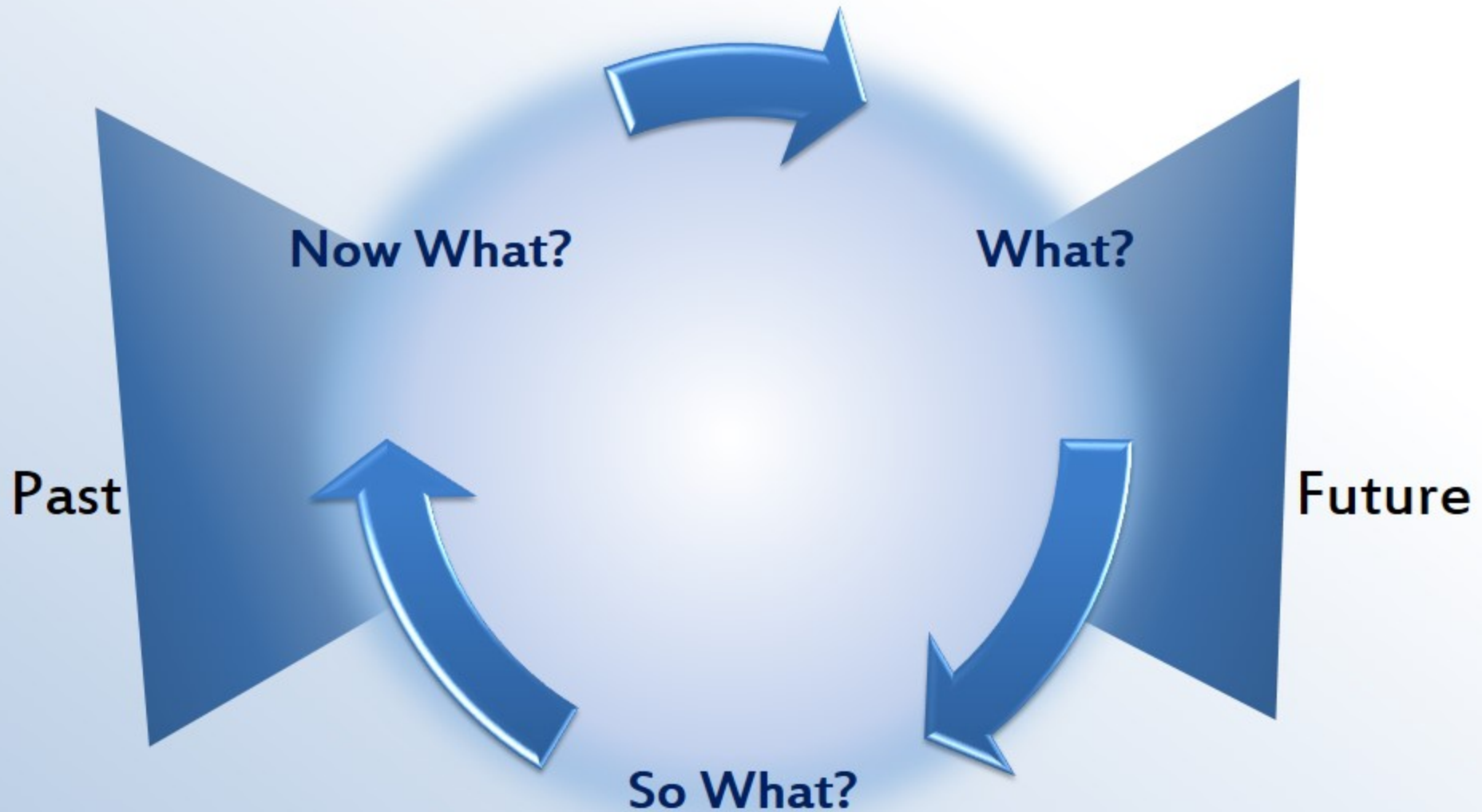
The Only Strategy Will Be . . .



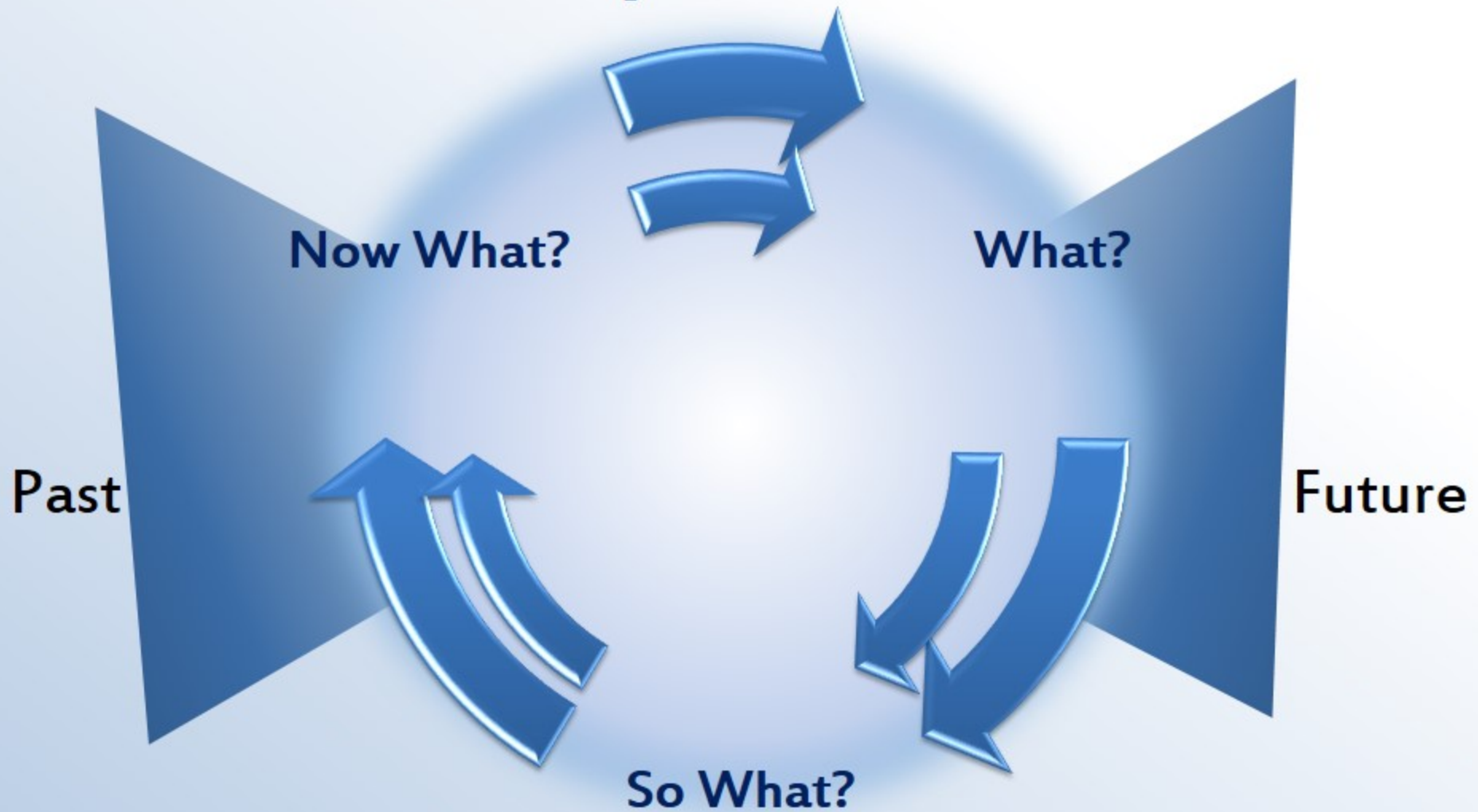
Past

Future

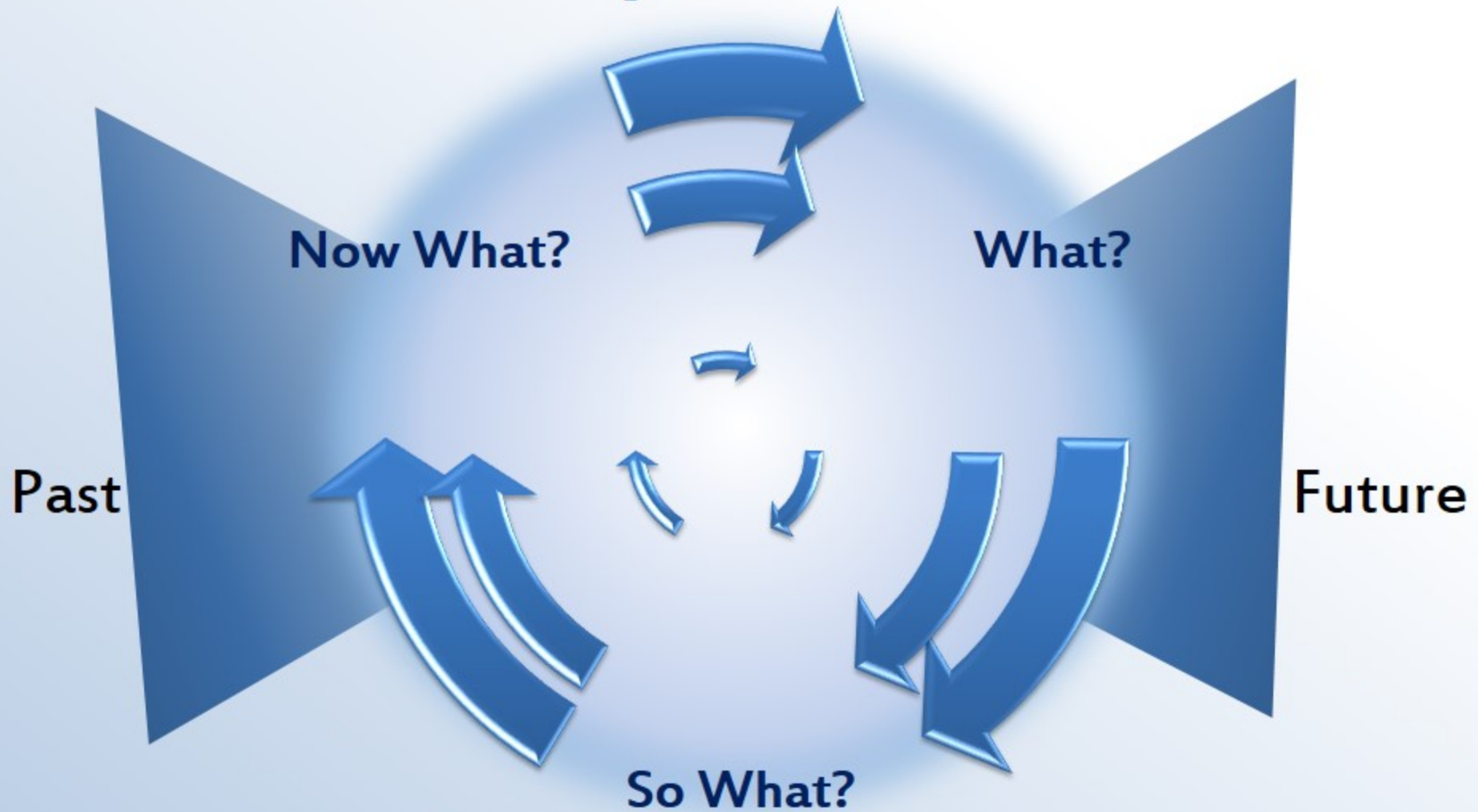
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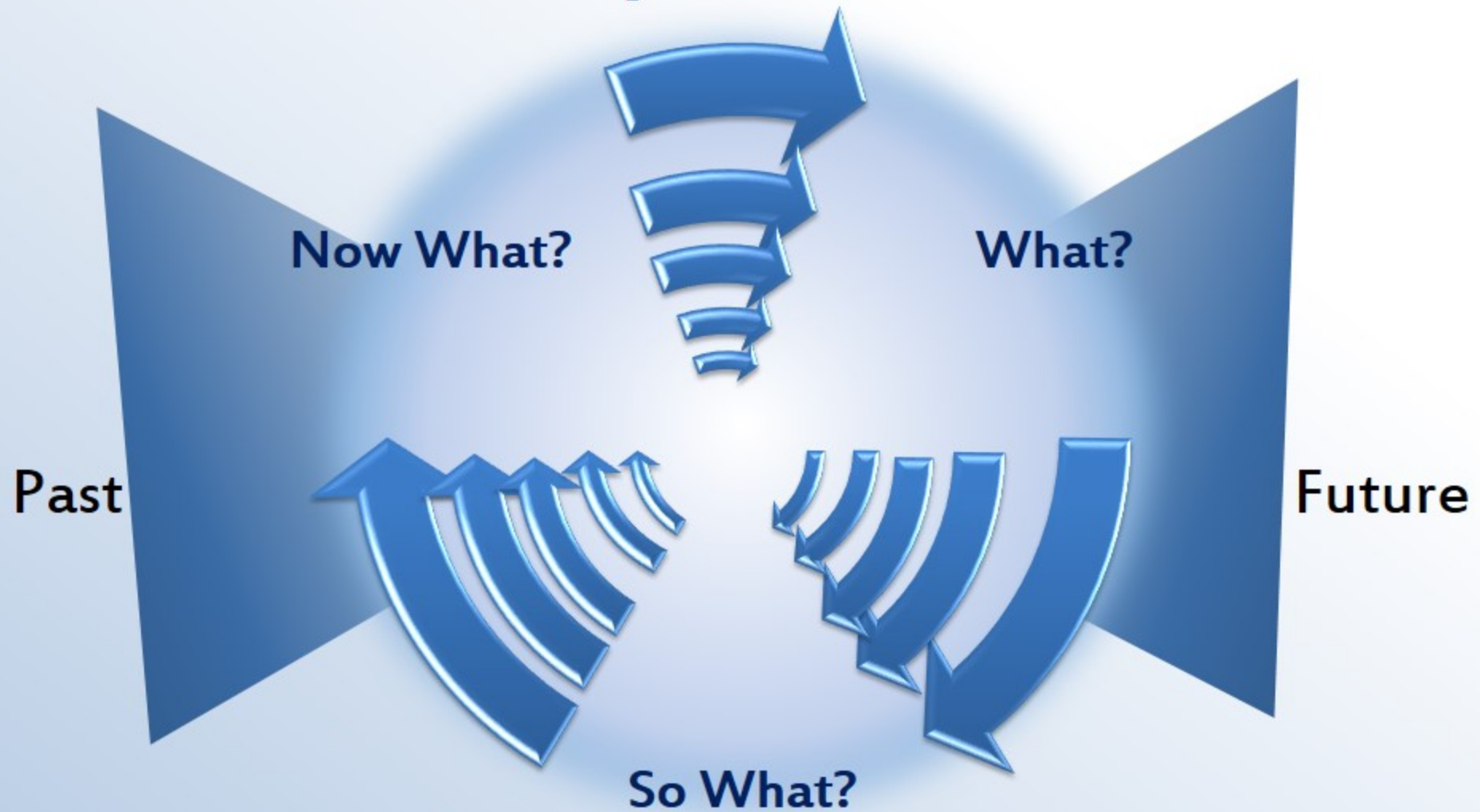
Adaptive Action at many scales . . .



Adaptive Action at many scales . . .



Adaptive Action at many scales . . .



So What Is Strategy?

- » Continuous cycles of inquiry
- » Adaptive Action at
 - » Every moment
 - » Every place
 - » Every player
- » Engaged dialogue for shared meaning making and action taking

Your Own Strategic Adaptive Action



- » Consider some strategic question you or your organization are currently dealing with
- » Write a brief description of the question
- » Test the following strategic Adaptive Action questions against your challenge
- » What do you notice?

Strategic Adaptive Action

» What?

- » Surprises are we seeing?
- » Is stable, unstable, emergent?
- » Are different perspectives?
- » Is same as/different from before?
- » Are objective, subjective, normative truths?
- » Patterns are emerging, passing away?
- » Are the results of our previous Adaptive Actions?



Strategic Adaptive Action

» So what?

- » Patterns are most fit to purpose?
- » Is known, knowable, unknowable?
- » Are alternative explanations?
- » Do we expect from other players?
- » Resources are available to us?
- » Are our constraints and degrees of freedom?
- » Questions are emerging?
- » Are our options for action?



Strategic Adaptive Action

» Now what?

- » Option for action is most highly leveraged?
- » Might we anticipate in response to our action?
- » Plans can we make to implement?
- » Time horizon is fit to this Adaptive Action cycle?
- » Data should we be prepared to collect?
- » Should we document to support future learning?
- » Should we communicate to others?



More resources

» Books

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

» Web

- » www.adaptiveaction.org
- » Wiki.hsdinstitute.org
- » www.hsdinstitute.org
- » Twitter: #hsd #adaptact @GlendaEoyang

Even More Resources

» Training

- » Webinars (free monthly)
- » HSD Professional Certification (online 2014)
- » Custom training

» Adaptive Action Laboratories

- » Focus on your own sticky issues
- » Learn HSD models and methods
- » Build adaptive capacity for individuals and groups
- » Involve large groups or small
- » Address major issues or “trivial”
- » Commit to half-day to three-day sessions



Which topic are you most excited about?

September 26 11:00 – 12:00 CDT	<i>Working Together: Setting Conditions for Collaborative Action</i>
October 10 11:00 – 12:00 CDT	<i>Accountability: Deliver Unexpected Value</i>
October 24 11:00 – 12:00 CDT	<i>Moving Forward in Complexity: Strategy for the 21st Century</i>
November 14 11:00 – 12:00 CST	<i>Resilience: Adapt, Redesign, Implement</i>
December 5 11:00 – 1:00 CST	<i>Associates and Friends Annual Virtual Open House</i>