HUMAN SYSTEMS DYNAMICS INSTITUTE

Act at the Edge:
Lead in Complexity

Live Virtual Workshop
March 2016

Nothing is intractable.

Today we will explore . . .

What is the responsibility of a leader in a complex and uncertain environment?

So what practices support leaders' Adaptive Action?

Now what can you do to lead more effectively and support others, too?

What is a leader's responsibility?

Leadership Adaptive Action

Past: **AND Future:**

Leadership Adaptive Action

Past:

▶ Prediction

AND Future:

▶ Anticipation

Leadership Adaptive Action

Past:

▶ Prediction

▶ Control

AND Future:

▶ Anticipation

▶ Influence

Leadership Adaptive Action

Past:

▶ Prediction

▶ Control

▶ Stability

AND Future:

▶ Anticipation

▶ Influence

▶ Innovation

Leadership Adaptive Action

Past:
- ▶ Prediction
- ▶ Control
- ▶ Stability
- ▶ Motivating

AND Future:
- ▶ Anticipation
- ▶ Influence
- ▶ Innovation
- ▶ Holding anxiety

Leadership Adaptive Action

Past:

▶ Prediction

▶ Control

▶ Stability

▶ Motivating

▶ Managing resources

AND Future:

▶ Anticipation

▶ Influence

▶ Innovation

▶ Holding anxiety

▶ Managing relationships

Leadership Adaptive Action

Past:
- ▶ Prediction
- ▶ Control
- ▶ Stability
- ▶ Motivating
- ▶ Managing resources
- ▶ Servant

AND Future:
- ▶ Anticipation
- ▶ Influence
- ▶ Innovation
- ▶ Holding anxiety
- ▶ Managing relationships
- ▶ Ringmaster

Leadership Adaptive Action

Past:

- ▶ Prediction
- ▶ Control
- ▶ Stability
- ▶ Motivating
- ▶ Managing resources
- ▶ Servant
- ▶ And . . .

AND Future:

- ▶ Anticipation
- ▶ Influence
- ▶ Innovation
- ▶ Holding anxiety
- ▶ Managing relationships
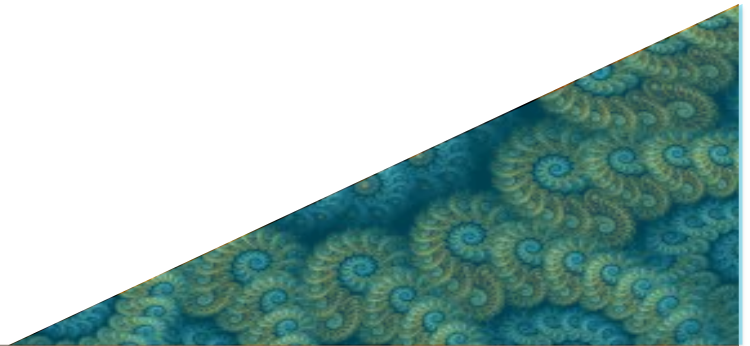- ▶ Ringmaster
- ▶ And . . .
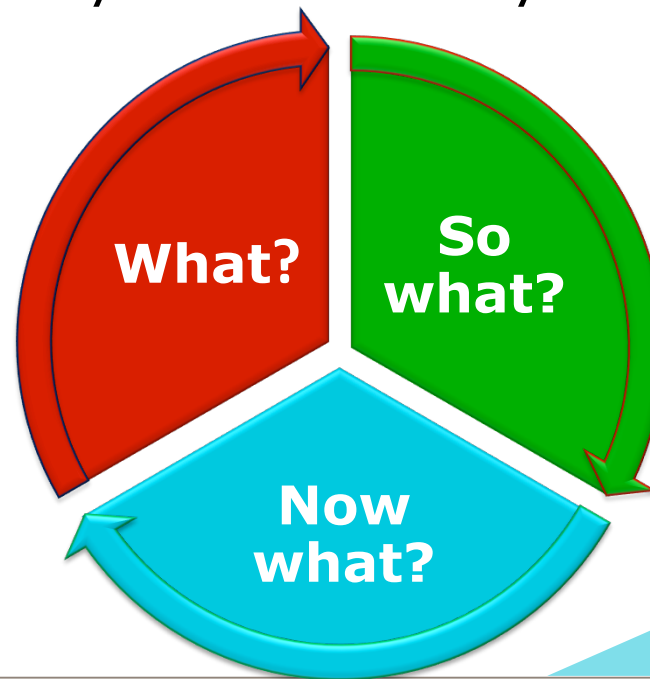
So what practices support leaders' Adaptive Action?

Adaptive Action Leadership Practices

- **Adaptive Action** beyond stability and reliability
- **Pattern Logic** beyond analysis and rationality
- **Inquiry** beyond arrogance and certainty
- **Interdependent Pairs** beyond alignment and objectives
- **Simple Rules** beyond SOPs and maximum specifications

Adaptive Action
beyond Stability and Reliability

Pattern Logic
beyond Analysis and Rationality

Container—What is the SAME to give the system stability?

Difference—What is DIFFERENT to give the system energy and options?

Exchanges—What is CONNECTED to influence and implement intentions?

Inquiry
beyond Arrogance and Certainty

Turn judgement into curiosity

Turn conflict into shared exploration

Turn defensiveness into self-reflection

Turn assumptions into questions

Interdependent Pairs
beyond Alignment and Objectives

Interdependent Pairs
beyond Alignment and Objectives

Planned ⟷ Emergent

Interdependent Pairs
beyond Alignment and Objectives

Planned $\longleftrightarrow$ Emergent

Present $\longleftrightarrow$ Future

Interdependent Pairs
beyond Alignment and Objectives

Planned ⟷ Emergent

Present ⟷ Future

Self ⟷ Other

Interdependent Pairs
beyond Alignment and Objectives

Planned ⟵————————⟶ Emergent

Present ⟵————————⟶ Future

Self ⟵————————⟶ Other

Fast ⟵————————⟶ Slow

Interdependent Pairs
beyond Alignment and Objectives

Planned ⟷ Emergent

Present ⟷ Future

Self ⟷ Other

Fast ⟷ Slow

Inside ⟷ Outside

Interdependent Pairs
beyond Alignment and Objectives

Planned ←——————————→ Emergent

Present ←——————————→ Future

Self ←——————————→ Other

Fast ←——————————→ Slow

Inside ←——————————→ Outside

Predictable ←——————————→ Surprising

Interdependent Pairs
beyond Alignment and Objectives

Planned ⟷ Emergent

Present ⟷ Future

Self ⟷ Other

Fast ⟷ Slow

Inside ⟷ Outside

Predictable ⟷ Surprising

And . . .

Simple Rules
beyond SOPs and Maximum Specifications

▶ Examples:
- Boids
- Nordstrom
- Advice to children
- And . . .

▶ Rules for simple rules:
- Influence behaviors that create a pattern
- Fewer than 8
- Start with a verb
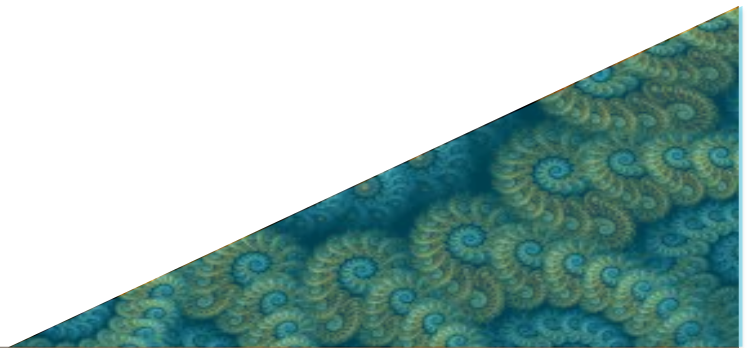- Work for everyone, everywhere
- Always positive

Now what can you do to lead and support other leaders?

Adaptive Action Leadership Practices

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- **Simple Rules** beyond SOPs and maximum specifications

Now What?

	For Yourself	For Those You Support
Adaptive Action beyond stability and reliability		
Pattern Logic beyond analysis and rationality		
Inquiry beyond arrogance and certainty		
Interdependent Pairs beyond alignment and objectives		
Simple Rules beyond SOPs and maximum specifications		

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Learn more . . .

Webinars:

- ► Education
- ► Live Virtual Workshops

Online:

- ► Adaptiveaction.org
- ► HSDinstitute.org
- ► Wiki.hsdinstitute.org

Adaptive Action Labs:

- ► HSD Professional Certification
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Mar 17, 11 am CST Quarterly Associates Meeting	*Open to all – hear how associates are applying HSD in diverse settings*
April 7, 7 pm CST Teacher Stories for Change	*How Do Stories Support Students of All Ages?*
April 14th, 11 am CST Live Virtual Workshop	*Heal the Hurt: The Sustainable Future of Health and Healthcare*
May 12th, 11 am CST Live Virtual Workshop	*Courage to Create: Build Adaptive Capacity for Continuous Innovation*