HUMAN SYSTEMS
DYNAMICS INSTITUTE

HSD Institute
Live Virtual Mini-Conference

December 15, 2016

HSD and Adaptive Action

Glenda Eoyang

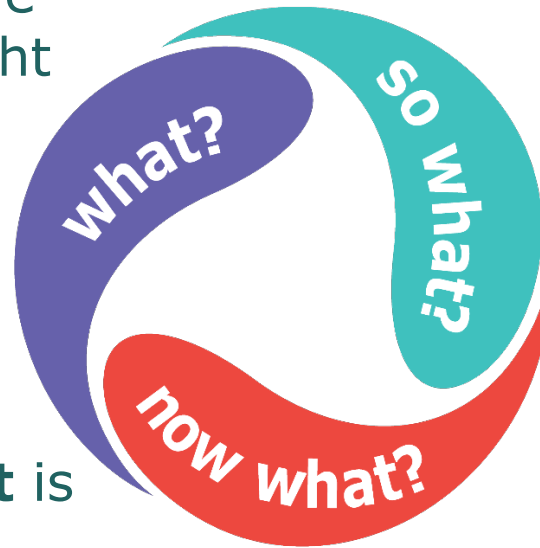![Human Systems Dynamics Institute logo]

WHAT Are Your
New Year's Resolutions?

► Get healthy

► Focus your work

► Balance work and life

► Learn new things

► Build stronger relationships

► Get politically active

► Get a raise

► Or . . .

*Whatever your hopes,
HSD's Pattern Logic &
Adaptive Action can help!*

What is the pattern right now?

So what are the tensions? Options?

what? so what? now what?

Now what is your next wise action?

HSD Institute Can
Help You Help Yourself

► Free monthly Live Virtual Workshops

► Blogs and comment conversations

► Online conversations in social media

► Many resources on our new website HSDinstitute.org

► Public Adaptive Action Laboratories

► Custom, private Adaptive Action Labs

► Conferences & speaking engagements
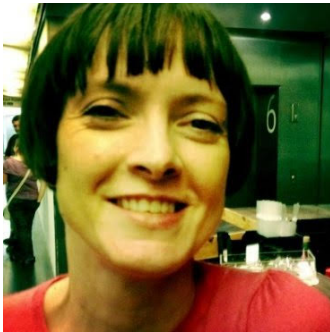
► HSD Professional Certification

► Share your story

Developing a Cross-Organisational Network

Griff Griffiths
Consulting Associate
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Deputy Director
Organisation Development & Design Expert
Service
UK Civil Service

Opportunity

- ► The UK's Civil Service employs 450,000 people
- ► Organisation Development (OD) professionals support healthy organisational functioning in the Service
- ► OD network has existed for 10 years.
  20-40 active members.
  Community of 350 across the Service.
- ► After the Brexit referendum greater challenge of supporting the Service in a much more uncertain world
- ► Right now, a small team in the centre keeps the network going
- ► How do we make it self-organising to better leverage our OD capability

"Self organising doesn't mean unconstrained" *G Eoyang*

► From the outset, noticing how we instinctively think about organising, and learning to *thinking* about self-organising has been a challenge

► We noticed how we oscillated between over- and under-constrained (eg in designing the initial events to nurture the development of the network)

► One HSD Associate in the central team; team quickly able to adopt the language of HSD to talk about the network – mainly Adaptive Action, Container/Difference/Exchange (CDE) and Simple Rules

Nurturing a network adaptively

► Recognition that we are working with emergent patterns (structure and behaviour of the network)

► … the need to work adaptively (what / so what / now what) as patterns form

► Two main levels of Adaptive Action:

  ► a cycle of interacting with network members in small and large groups asking **what** do you understand a network to be, **so what** is this one for, **now what** will you do next to support it?
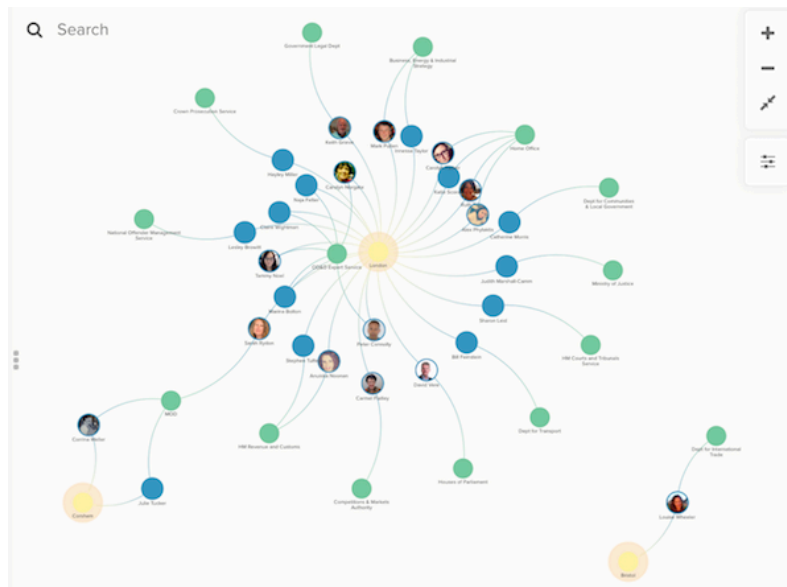
… from which has emerged …

  ► a larger scale cycle of **what** does the whole network look like, **so what** questions does that raise for you as an individual, **now what** small or large action will you take?

Current iteration

► Revealing the system to itself: using Kumu to map out the network

► Letting go of the need for:

   ► Completeness

   ► Accuracy

   ► Central control of data input

► A network map is a provocation, not a directory

So what? Now what?

► Pattern changes so far: we notice a different energy about the network and importantly, a different mindset – a recognition that working like this is different

► Create Simple Rules to support self-organisation (from current work on the 'network story')

► Develop a lightweight, iterative process to:
  ► Frame all network activities
  ► Use CDE to capture emerging patterns and evidence progress
  ► At all scales of activity continue to 'reveal the network to itself'

HSD Democracy Lab

December 15, 2016

What?

► Worldwide widening chasm of world views

► Much news no longer fact based

► Social Media: echo chamber of like minds

► Elevation of tensions around differences

► Relationship rifts over differences

► Overwhelmed by complexity of life

► Need simple solutions to complex problems

► Discourse: a lost art

So What?

So what we need is to:

► Connect in meaningful discourse across the chasms

► Challenge/analyze the info we see and hear

► Reduce tensions around differences

► Build relationships in the face of difference

► Find simple solutions to complex problems

Now what?

Engage in Democracy Adaptive Action Labs:

► Intimate online gathering of 50 people with diverse viewpoints

► Engage in deep discourse, using HSD models and methods

► Highly interactive, with large-group and small-group conversation

► 2-hr explorations into underlying complexities of divisive issues

► Each lab stands alone

► Fee for participation is an open mind
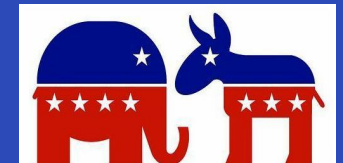
Expected Outcomes

Participants will leave the session with new insights and skills:

► HSD demonstrates that "**Nothing is intractable**."

► It is possible to engage in discourse across vast differences.

► We can renew civility in our lives and society.

► The theory and practice of Human Systems Dynamics can help us move forward when we feel "stuck" in complex issues.
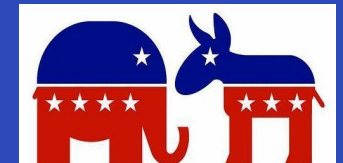
Looking Forward

What's on your mind as you look to the new year?

Reflecting Back

What is your favorite book
you read in 2016?

What question is moving you forward into 2017?

What is the thing you are proudest of in 2016?

What is your greatest hope for 2017?

What message would you share
with the world for 2017?

What is the most valuable
lesson you learned in 2016?

Thanks to each of you. . .

Griff, Carolyn, and Randi for sharing your insights and lessons.

Mary for your ongoing lovely support—technical and otherwise.

And to each of you for being with us through the year!