



Decision Making for an Emergent Future

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Nothing is intractable.



HSD Vision

People everywhere thrive because we see patterns clearly, seek to understand, and act with courage to transform turbulence and uncertainty into possibility for all.

HSD Simple Rules

Stand in inquiry

- ▶ Turn judgment into curiosity
- ▶ Turn conflict into shared exploration
- ▶ Turn defensiveness into self-reflection
- ▶ Turn assumptions into questions

Find the energy in difference

Zoom in and zoom out

Connect through stories and impacts

Search for the true and useful

Celebrate life



Today's Adaptive Action

- ▶ **WHAT?**
What makes a “good” decision in uncertainty?
- ▶ **SO WHAT?**
So what patterns inform emergent decisions?
- ▶ **NOW WHAT?**
Now what will improve your decisions?





WHAT
makes a “good”
decision in
uncertainty?



A good decision is . . .

In uncertainty . . .



A good decision is . . .

Based in evidence

BUT

In uncertainty . . .

What is reliable evidence?



A good decision is . . .

Based in evidence

Fed with analysis

BUT

BUT

In uncertainty . . .

What is reliable evidence?

What is relevant?



A good decision is . . .

Based in evidence

BUT

Fed with analysis

BUT

Focused on priorities

BUT

In uncertainty . . .

What is reliable evidence?

What is relevant?

Which priorities count?



A good decision is . . .

Based in evidence

BUT

Fed with analysis

BUT

Focused on priorities

BUT

Represented in consensus

BUT

In uncertainty . . .

What is reliable evidence?

What is relevant?

Which priorities count?

Who decides?



A good decision is . . .

Based in evidence

BUT

Fed with analysis

BUT

Focused on priorities

BUT

Represented in consensus

BUT

Supported by standards

BUT

In uncertainty . . .

What is reliable evidence?

What is relevant?

Which priorities count?

Who decides?

What is standard?



A good decision is . . .

Based in evidence	BUT
Fed with analysis	BUT
Focused on priorities	BUT
Represented in consensus	BUT
Supported by standards	BUT
Risk reducing	BUT

In uncertainty . . .

- What is reliable evidence?
- What is relevant?
- Which priorities count?
- Who decides?
- What is standard?
- Risk optimizing



Individual
Intuitive
Specific



Thinking
Fast

Thinking
Slow

Collective
Rational
General



Individual or collective
Intuitive or rational
Specific or general



SO WHAT
patterns inform
emergent decisions?



Difference, Tension, Shifting, Resolution, Decision

Decision



Difference, Tension, Shifting, Resolution, Decision

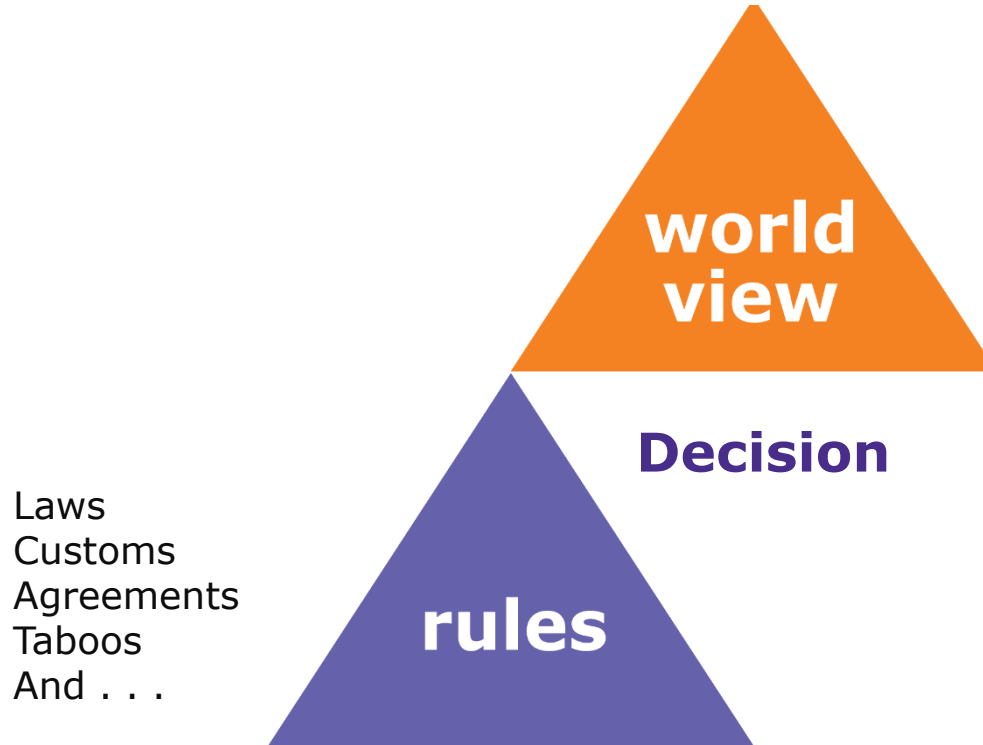
Beliefs
Expectations
Mental models
Values
And . . .

**world
view**

Decision

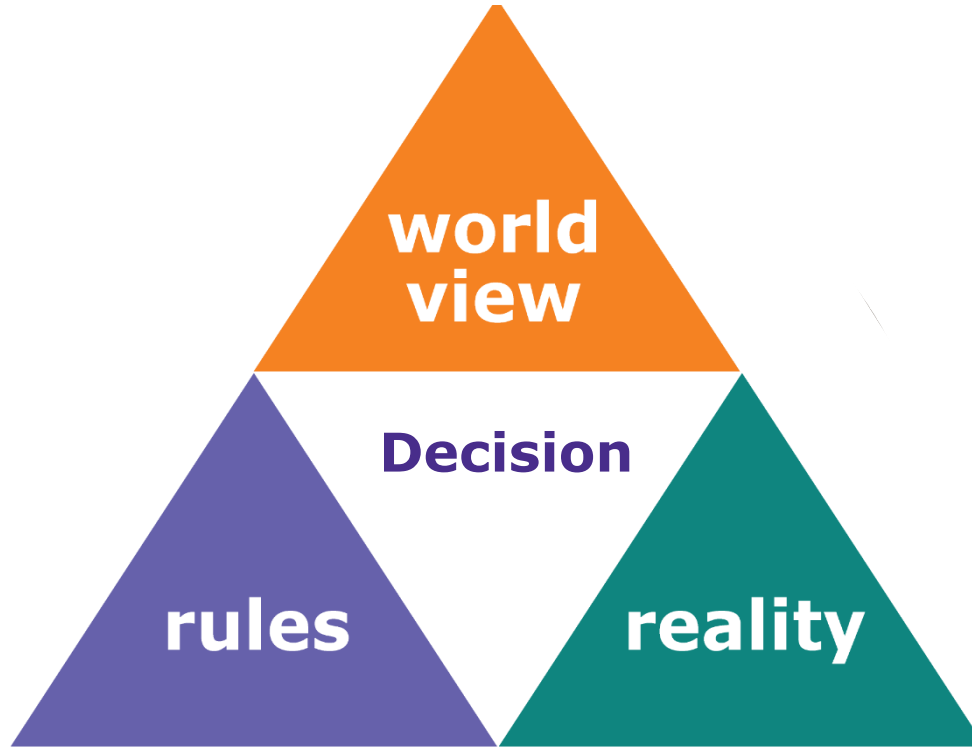


Difference, Tension, Shifting, Resolution, Decision





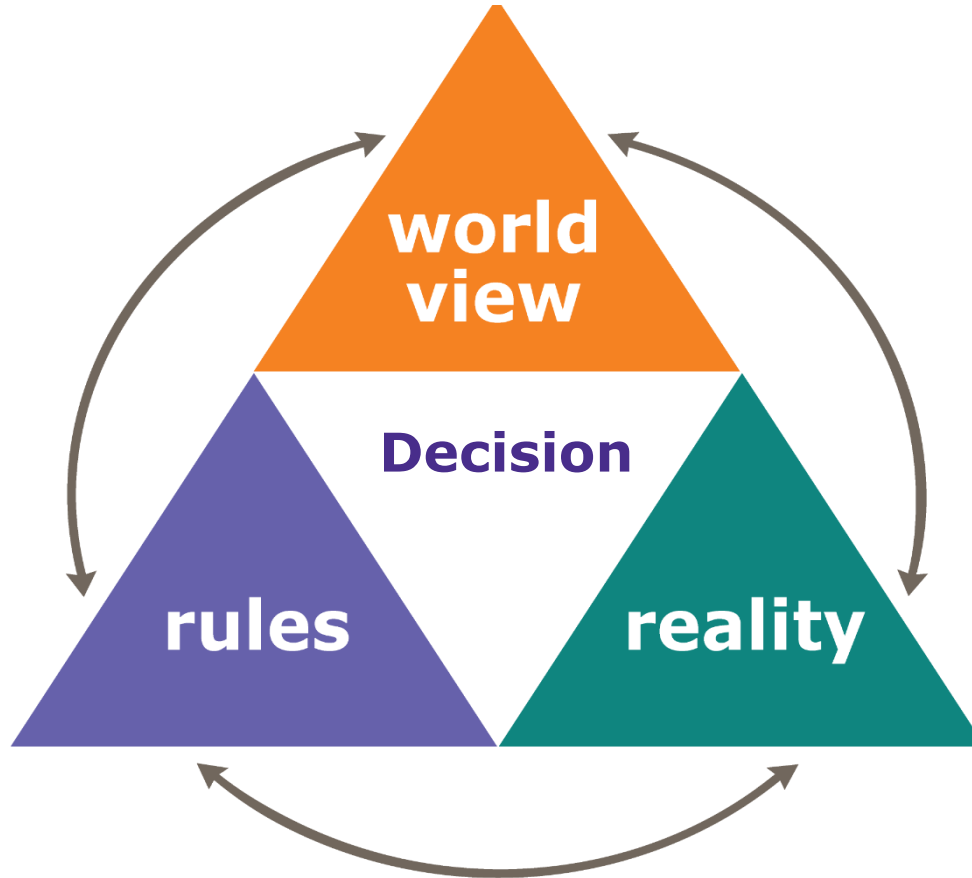
Difference, Tension, Shifting, Resolution, Decision



Data
Experience
Observations
Evidence
And . . .

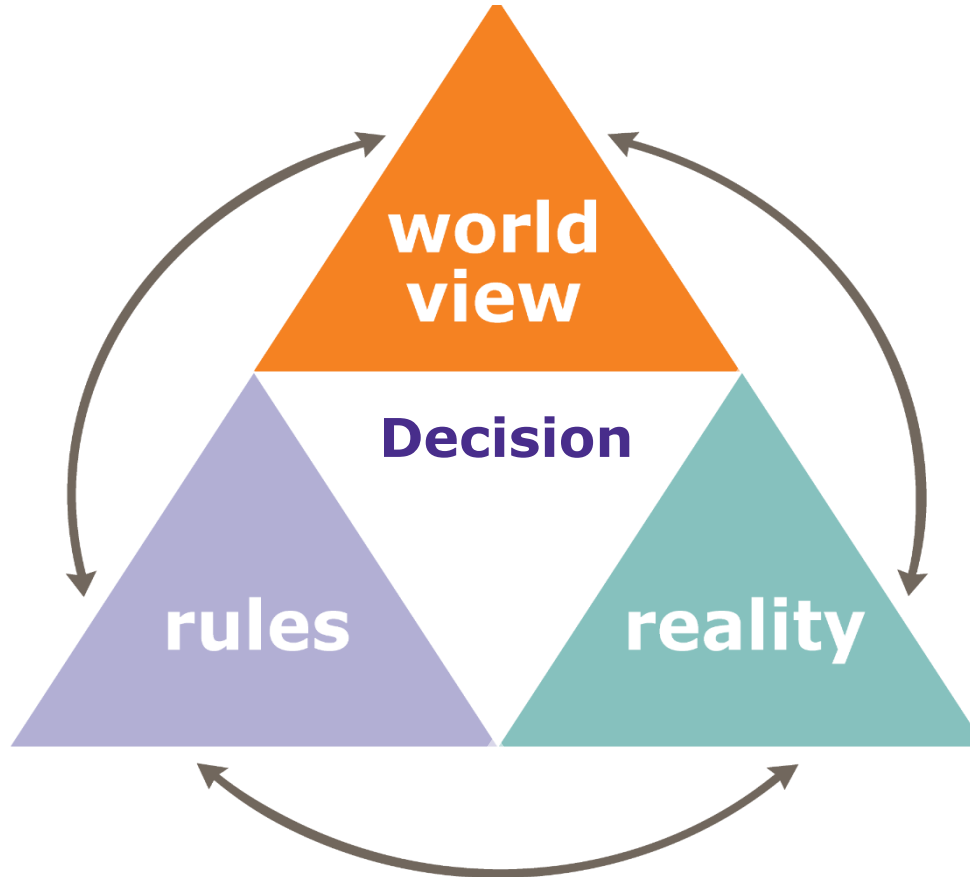


Difference, Tension, Shifting, Resolution, Decision



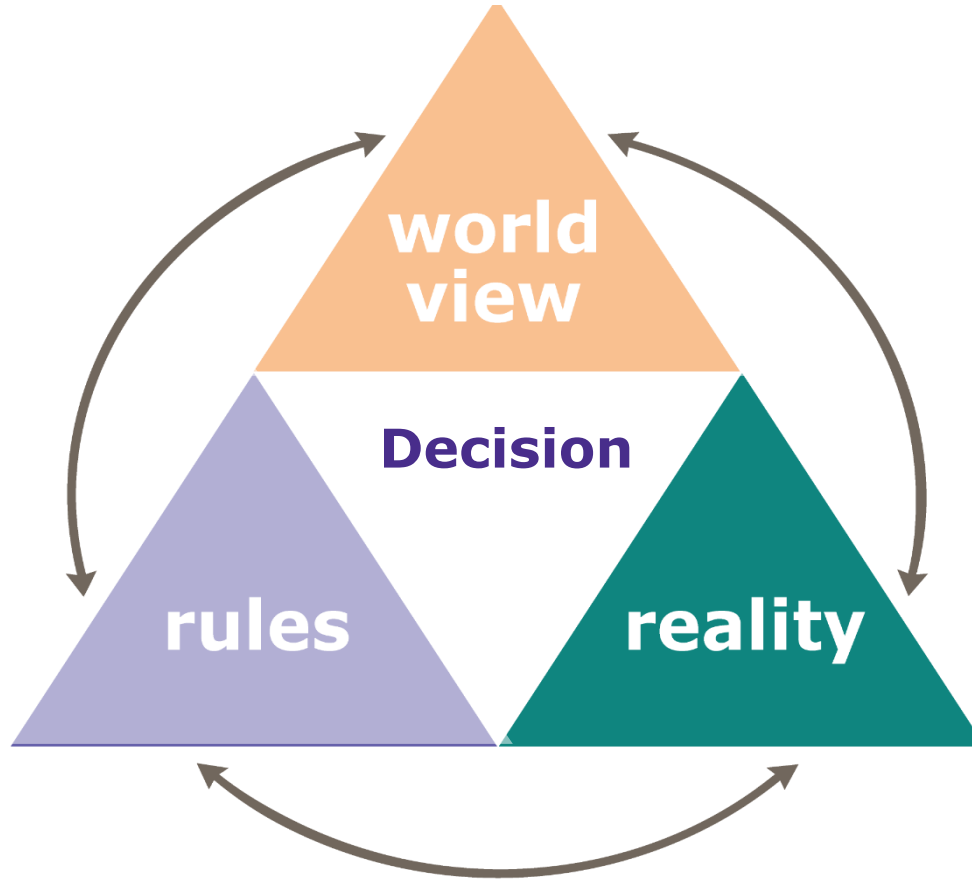


Difference, Tension, Shifting, Resolution, Decision



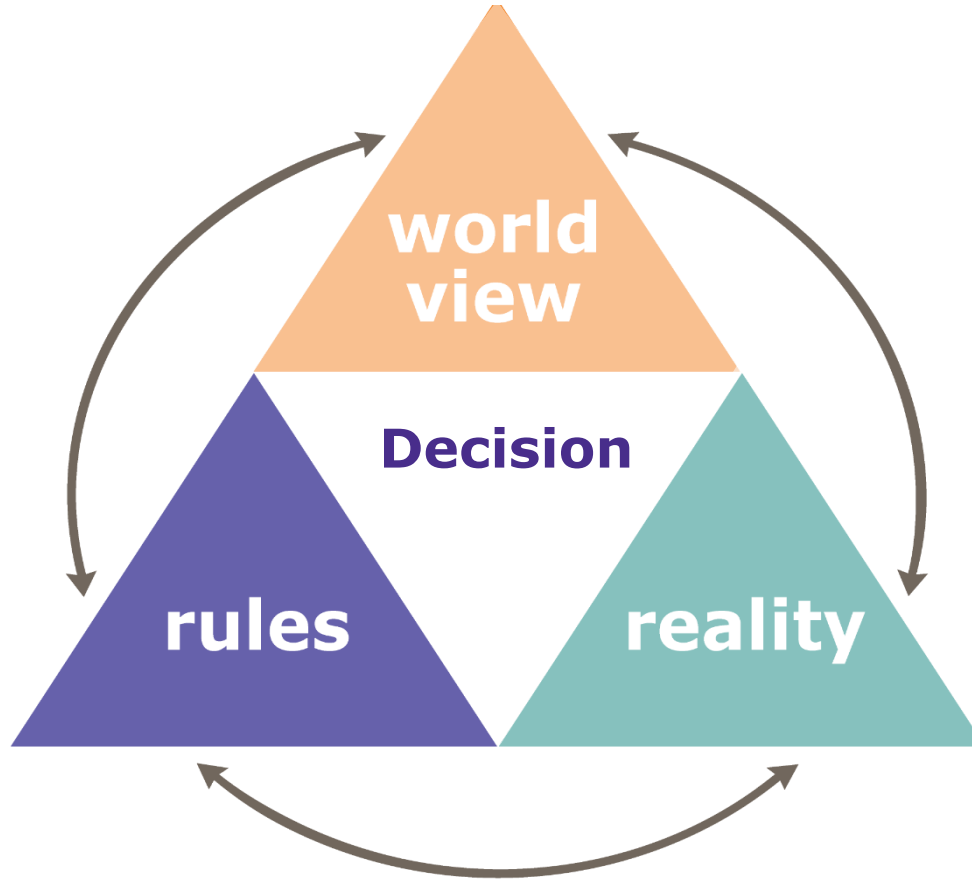


Difference, Tension, Shifting, Resolution, Decision





Difference, Tension, Shifting, Resolution, Decision

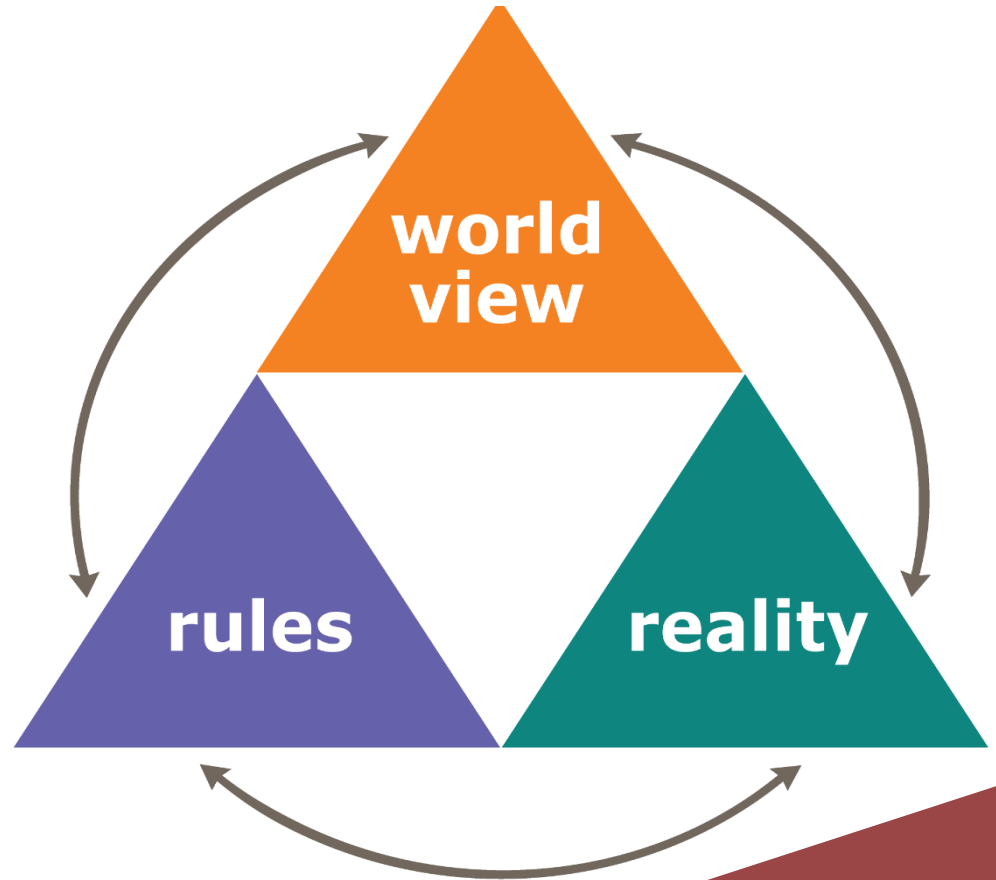




NOW WHAT
will improve your
decisions?



NOW WHAT
is your
Next Wise Decision?

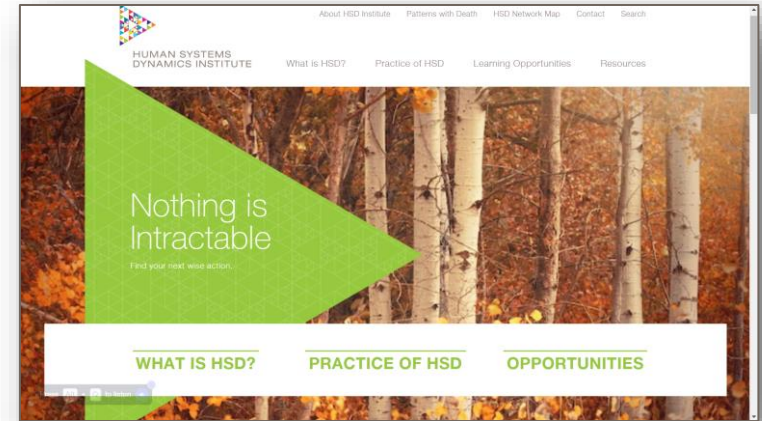




Want to learn more?

- ▶ Daily Power of Questions archives online
- ▶ Free, monthly webinars
- ▶ Blog posts and event announcements
- ▶ Adaptive Action Labs
(Two, 3-hour sessions on relevant topics)
- ▶ Dragons of Complexity
- ▶ HSDP Certification
(online and face-to-face)
- ▶ Website with many resources
- ▶ Books and more!

www.hsdinstitute.org





Our Adaptive Action

