



Build Resilience: See Potential in Paradox

Live Virtual Workshop
October 5, 2017
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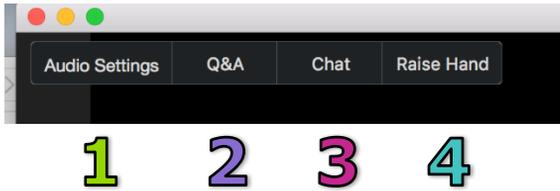
Nothing is intractable.



Welcome to our new webinar space!

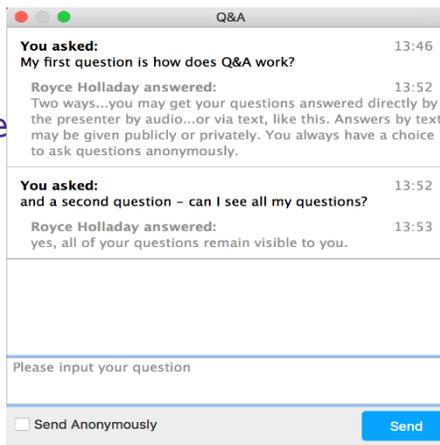
You have four controls:

1 You can check your Audio (speaker) volume, *mics are only used by presenters, in general*

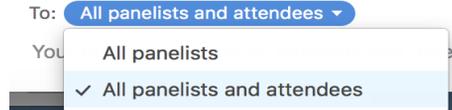


4
Or raise your hand!

2 You can ask questions directly to the presenter or host



3 You can chat with each other





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Nothing is intractable.



Today we will explore . . .

- ▶ **What** is balance in a complex system?
- ▶ **So what** balance brings resilience?
- ▶ **Now what** is your pattern of resilience?



What is balance in a complex system?



Simple Balance: Symmetry

- ▶ Either/Or
- ▶ Choices are equivalent
- ▶ Examples:
 - ▷ Work OR Life
 - ▷ Morning OR Evening
 - ▷ Blonde OR Brunette
 - ▷ Male OR Female
 - ▷ Black OR White





Simple Balance: Bias

- ▶ Better or Worse
- ▶ Clear preference
- ▶ Examples:
 - ▷ Good OR Bad
 - ▷ Happy OR Sad
 - ▷ Well OR Ill





Simple Balance: Alignment

- ▶ One important feature
- ▶ Each part is balanced, so whole balances
- ▶ Examples:
 - ▷ Alignment to purpose
 - ▷ Team
 - ▷ Physical health





Simple Balance: Compensation

- ▶ Multiple factors
- ▶ One offsetting another
- ▶ Examples:
 - ▷ White lies
 - ▷ Violence in defense
 - ▷ Affirmative action
 - ▷ Legal compensation





Complex Balance: Many Touchpoints



- ▶ Multiple balance points
- ▶ Each one is unique
- ▶ Each depends on all
- ▶ Examples:
 - ▷ High performing team
 - ▷ Community in disaster
 - ▷ Dance troupe



Complex Balance: Many Balances



- ▶ Multiple balance systems
- ▶ Each system is unique
- ▶ Interdependencies among systems are also unique
- ▶ Examples:
 - ▷ Manufacturing process
 - ▷ Government
 - ▷ Family



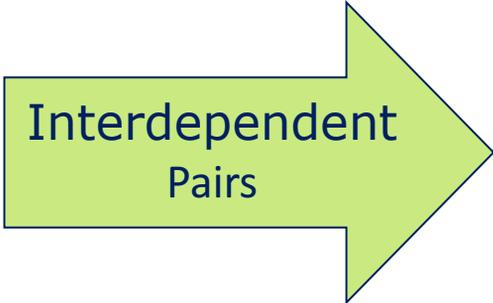
Human Systems Dynamics Balance Is Even More Complex

Physical Balance	HSD Balance
Visible and tactile	Invisible
Objective	Subjective
Persistent	Variable over time
Familiar	Novel
Closed boundaries	Open boundaries
Static	Dynamic & Dynamical
And . . .	And . . .



HSD Balance: Differences Are

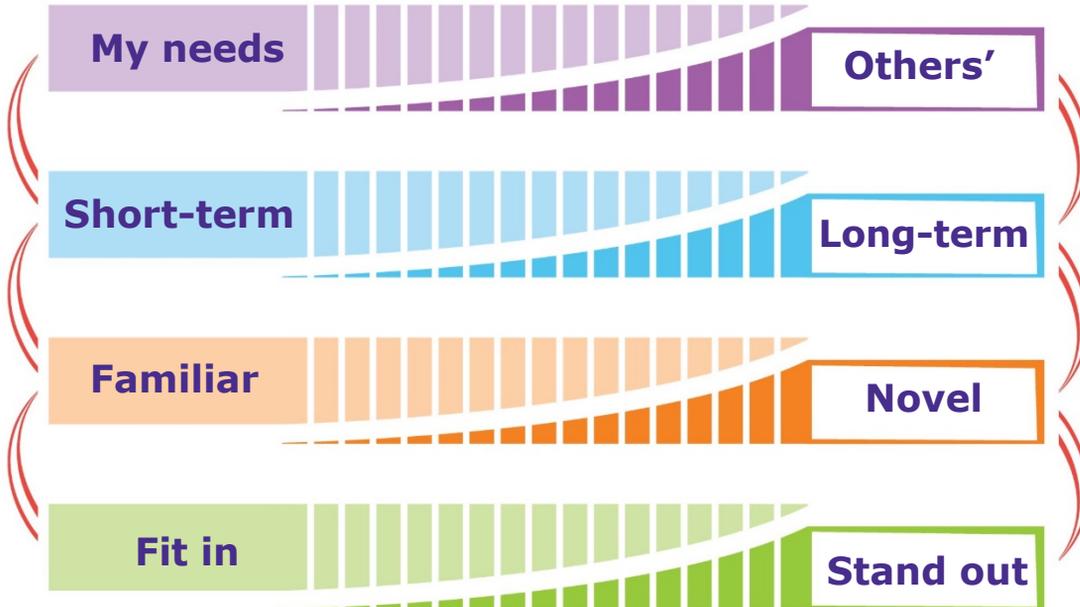
- ▶ Multiple, not singular
- ▶ Continuous, not discrete
- ▶ Subjective, not objective
- ▶ Interdependent, not separate
- ▶ Contextualized, not consistent
- ▶ Individual and collective
- ▶ Emotional, intellectual, organizational, social, and . . .
- ▶ Conscious and unconscious
- ▶ Explicit and implicit
- ▶ And . . .



Interdependent
Pairs



Interdependent Pairs: Ethics





Every decision you make depends on a long list of interdependent pairs that you balance to be most fit for function in a particular time or place.

You can be conscious, make choices, and be free

OR

You can react, respond, and give up your power to choose



So what balance brings resilience?

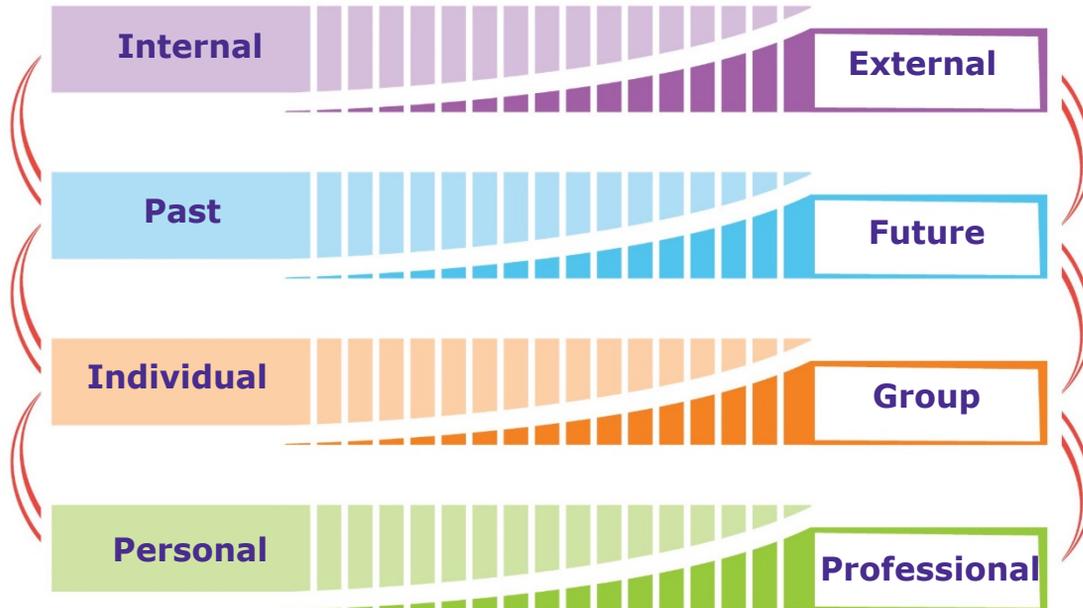


Resilience Case Study

- ▶ Finnish Government Research Centre: VTT
- ▶ Research question: What is resilience for individuals, teams, organizations, communities?
- ▶ Method:
 - ▷ Six organizations
 - ▷ Public and private
 - ▷ Different sizes, businesses, histories, industries
 - ▷ All successful and long-lived
 - ▷ Interviewed management and staff multiple times over 18 months
- ▶ Findings: Each found a unique balance among multiple interdependent pairs



All Organizations



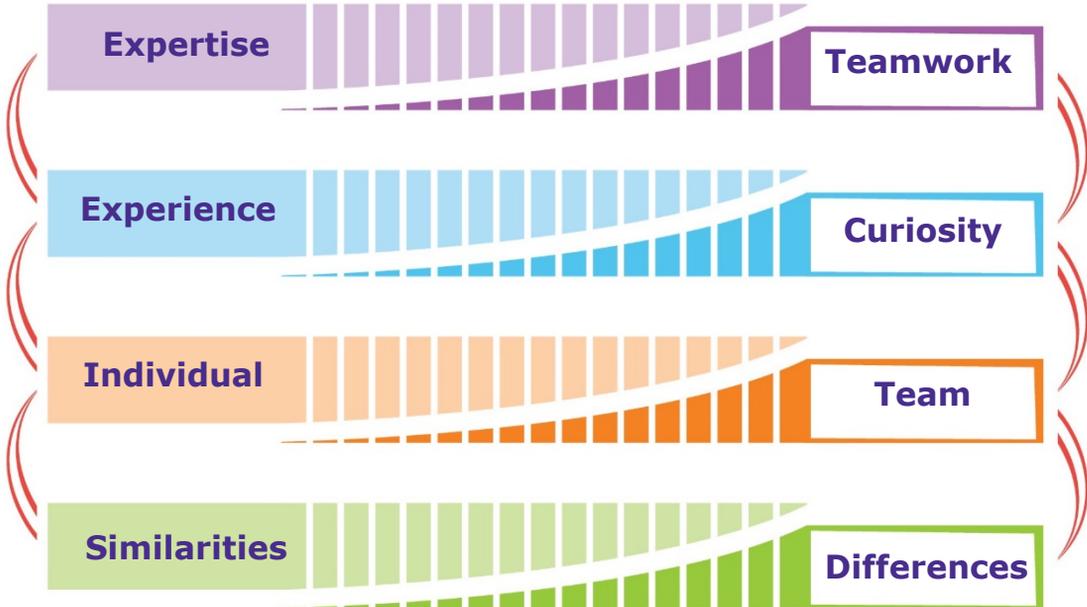


Nuclear Power Plant





Construction Team





Lessons Learned

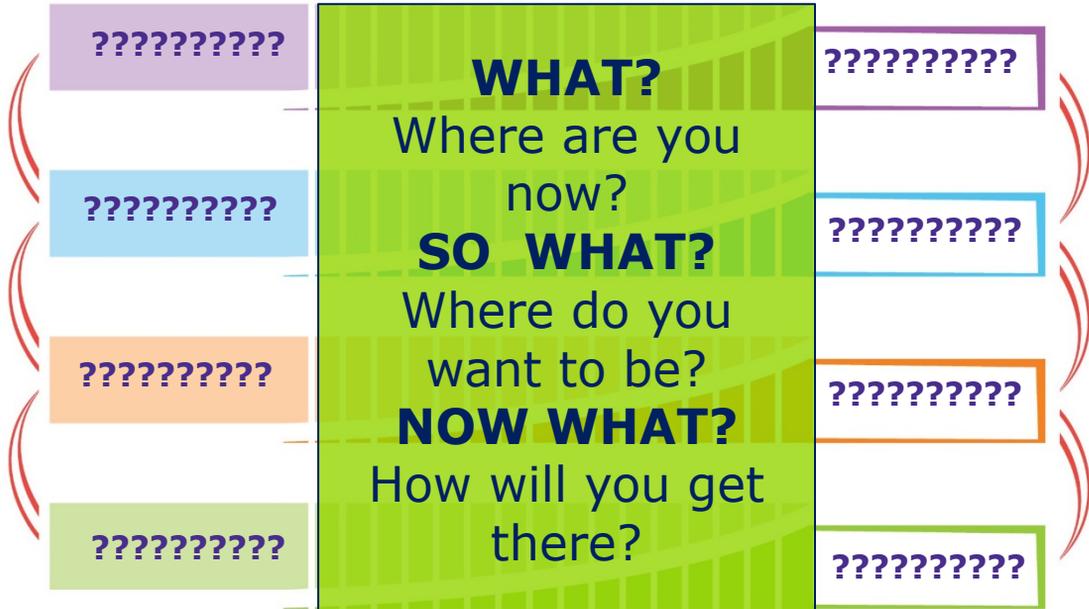
- ▶ Each organization finds its own complex balance
- ▶ Resilience resides in:
 - ▷ Making differences explicit
 - ▷ Having clarity about purpose and/or identity
 - ▷ Focusing on the differences that make a difference
 - ▷ Maintaining flexibility across and among differences
 - ▷ Reflectively choosing the response to change
 - ▷ Balancing internal capacity and external influences
 - ▷ Staying connected internally and externally



Now what is your pattern of
resilience?



Your HSD Balance for Resilience





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- ▶ **So what** balance brings resilience?
- ▶ **Now what** is your pattern of resilience?



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