



# Courage to Create: Adaptive Capacity for Continuous Innovation

Nothing is intractable.

Live Virtual Workshop  
May 2016  
Glenda Eoyang [geoyang@hsdinstitute.org](mailto:geoyang@hsdinstitute.org)



# Today we will explore . . .

- ▶ **What** constitutes courage in Adaptive Action?
- ▶ **So what** is your current capacity for creativity?
- ▶ **Now what** can you do to push your own boundaries?



HUMAN SYSTEMS  
DYNAMICS INSTITUTE

# What constitutes **courage** in Adaptive Action?



# Courage in Adaptive Action

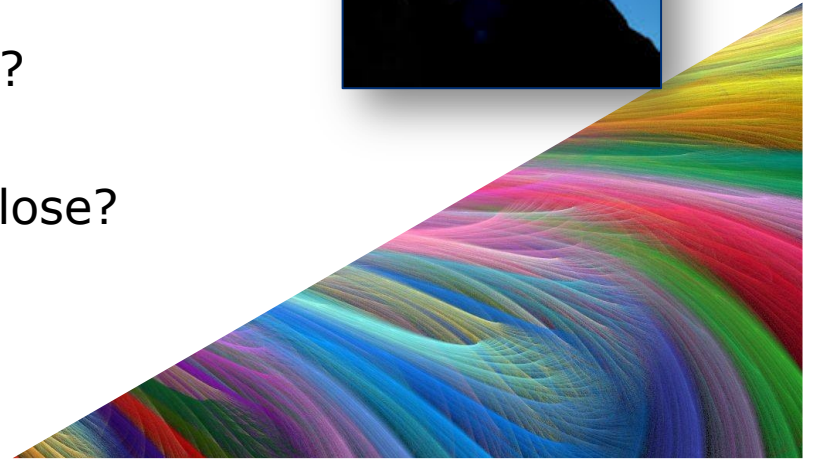
- ▶ What?
  - What lies ahead?
  - What is my power?
  - What do I not know about what I don't know?
  - What . . . ?





# Courage in Adaptive Action

- ▶ So what?
  - So what is important?
  - So what are my constraints?
  - So what is the tension?
  - So what is there to gain or lose?
  - So what . . . ?





# Courage in Adaptive Action

- ▶ Now what?
  - Now what is my next wise action?
  - Now what will I watch for?
  - Now what do I need to share? With whom?
  - Now what . . . ?





HUMAN SYSTEMS  
DYNAMICS INSTITUTE

# What constitutes **creativity** in Adaptive Action?

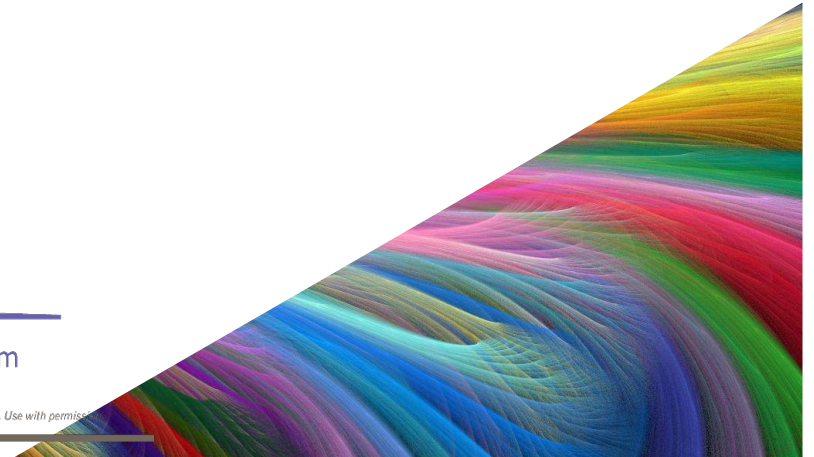


HUMAN SYSTEMS  
DYNAMICS INSTITUTE

# — Landscape Diagram —



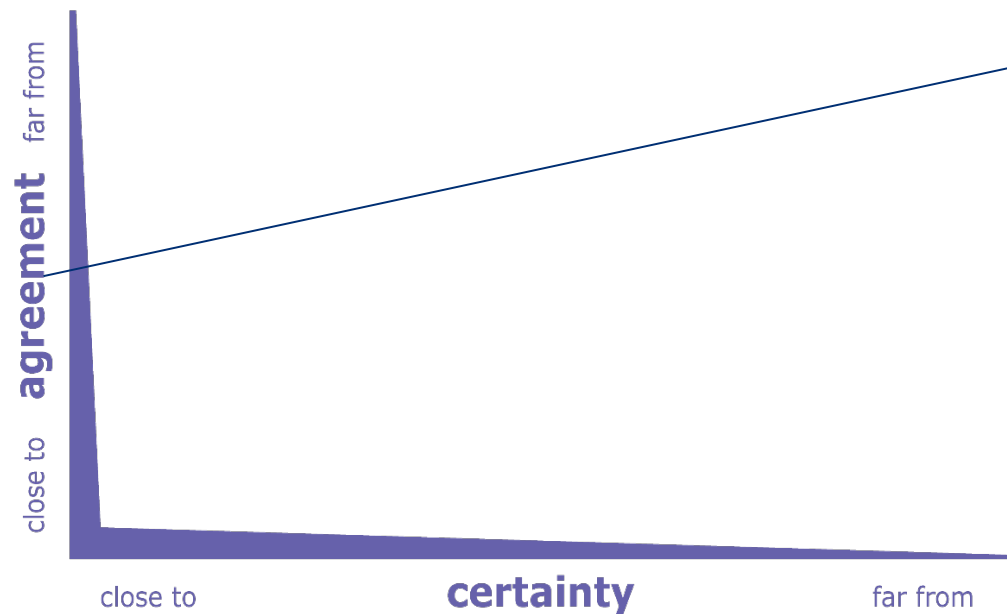
© 2016 Human Systems Dynamics Institute. Use with permission.







# — Landscape Diagram —

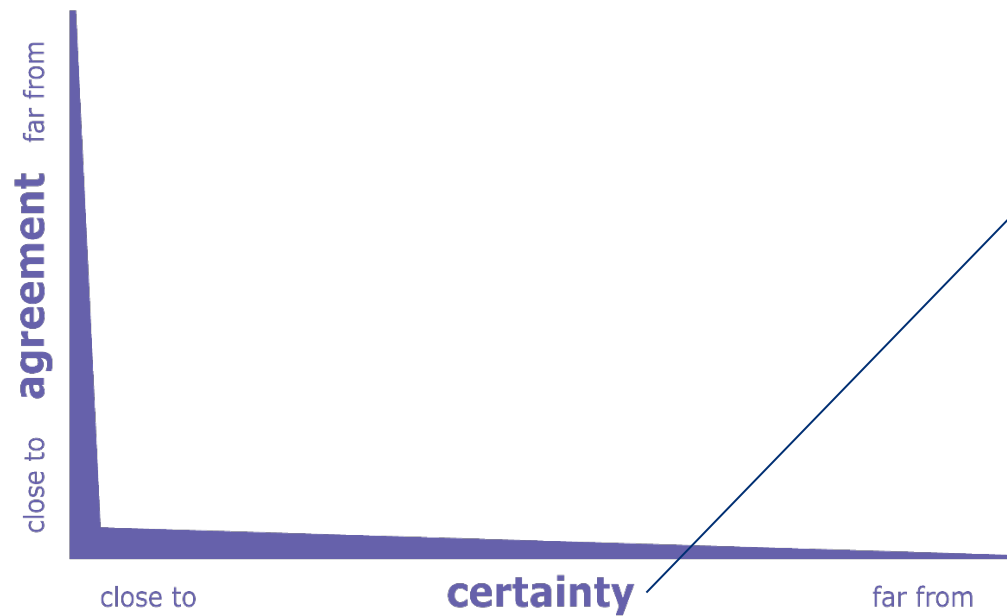


- Internal constraints:
- Fear
  - Confidence
  - Hope
  - Self-conscious
  - Conscience
  - And . . .

© 2016 Human Systems Dynamics Institute. Use with permission.



# Landscape Diagram



External constraints:

- Expectations
- Performance
- Compensation
- Peer pressure

© 2016 Human Systems Dynamics Institute. Use with permission.



# — Landscape Diagram —



© 2016 Human Systems Dynamics Institute. Use with permission.



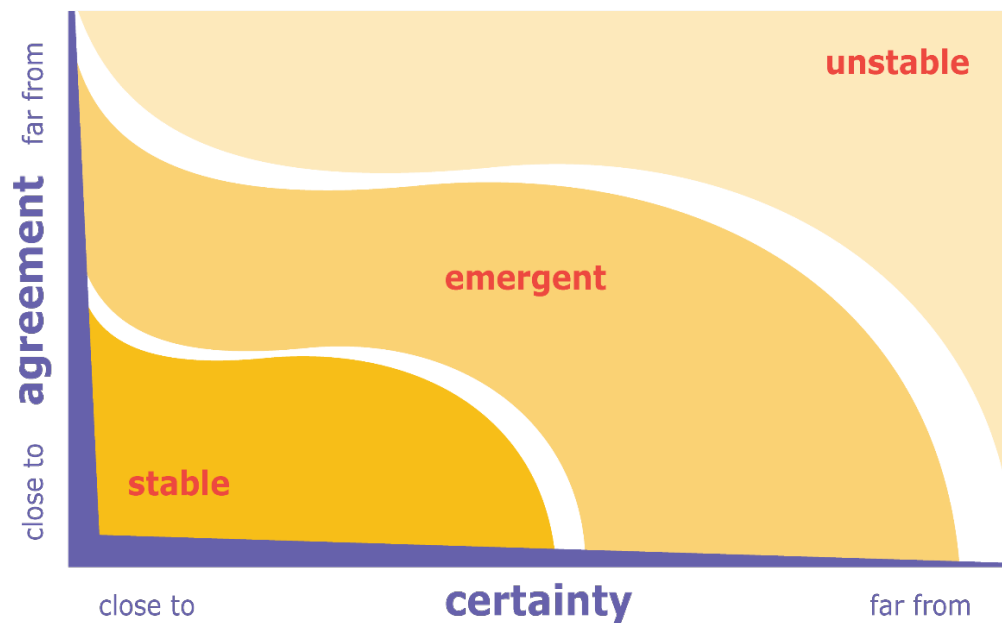
# — Landscape Diagram —



© 2016 Human Systems Dynamics Institute. Use with permission.



# — Landscape Diagram —

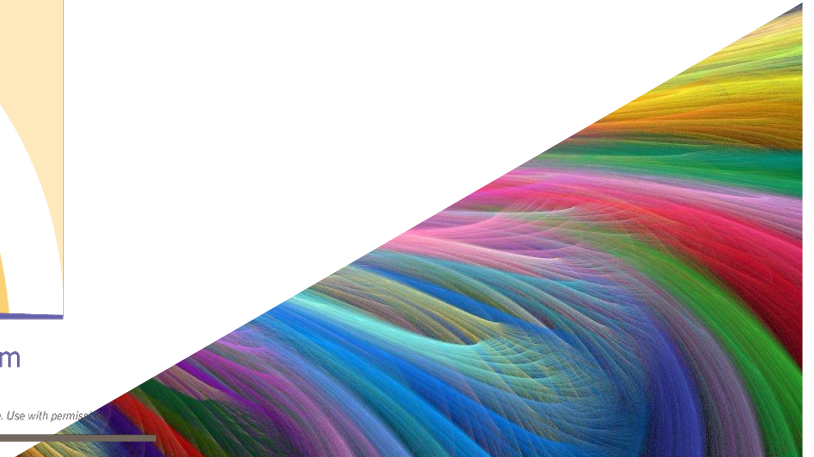
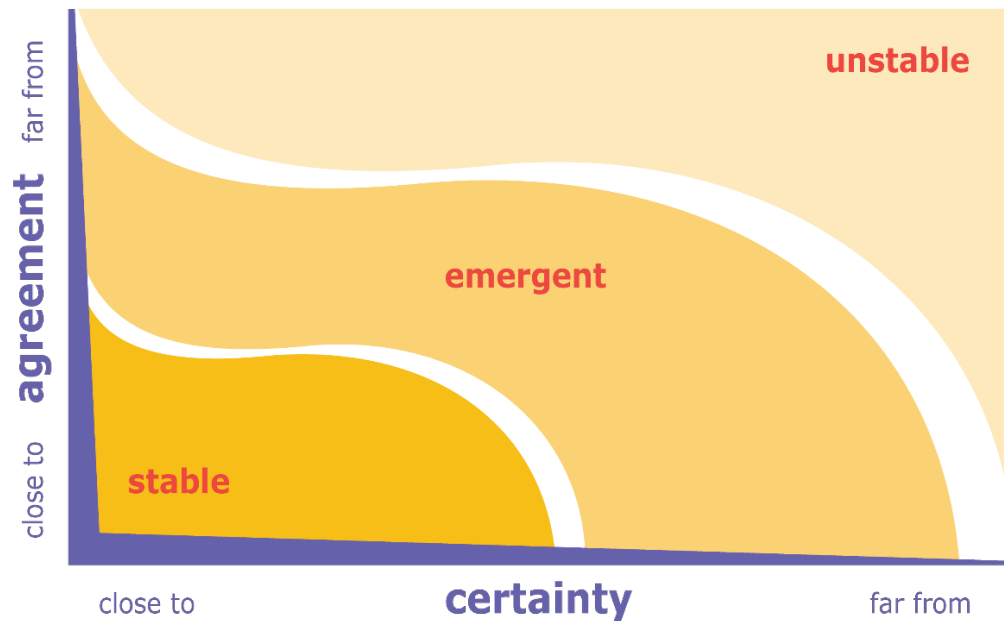


© 2016 Human Systems Dynamics Institute. Use with permission.





# Landscape Diagram



© 2016 Human Systems Dynamics Institute. Use with permission.



## Courage to Create:

- ▶ Ability to play in all zones
- ▶ Consciousness to know where you are
- ▶ Sensitivity to know where you could be
- ▶ Facility to move
- ▶ Willingness to begin again

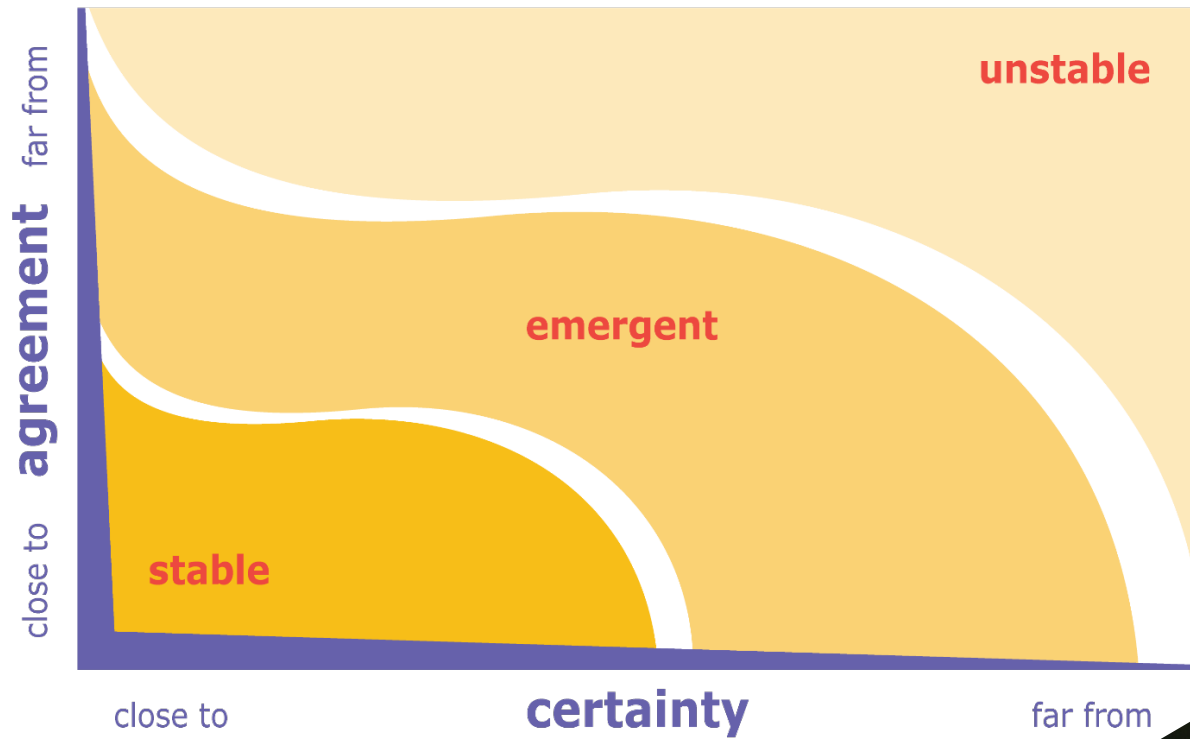


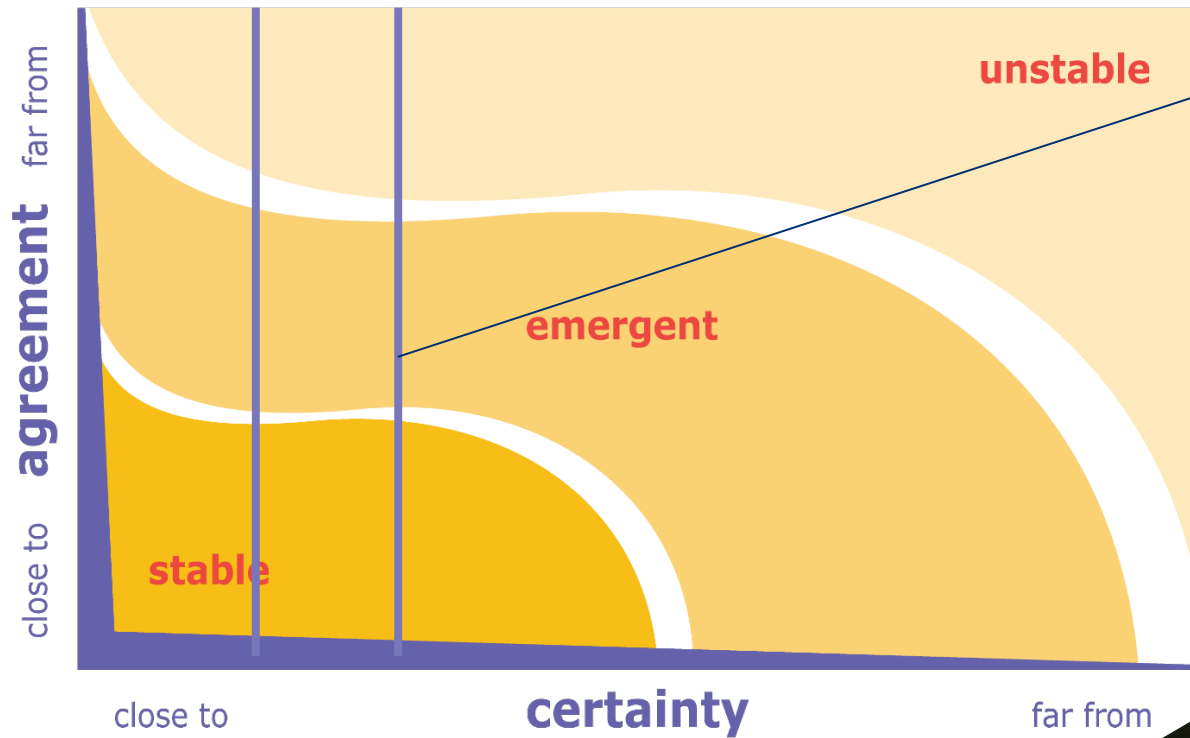


HUMAN SYSTEMS  
DYNAMICS INSTITUTE

**So what is your current capacity for  
creative courage?**

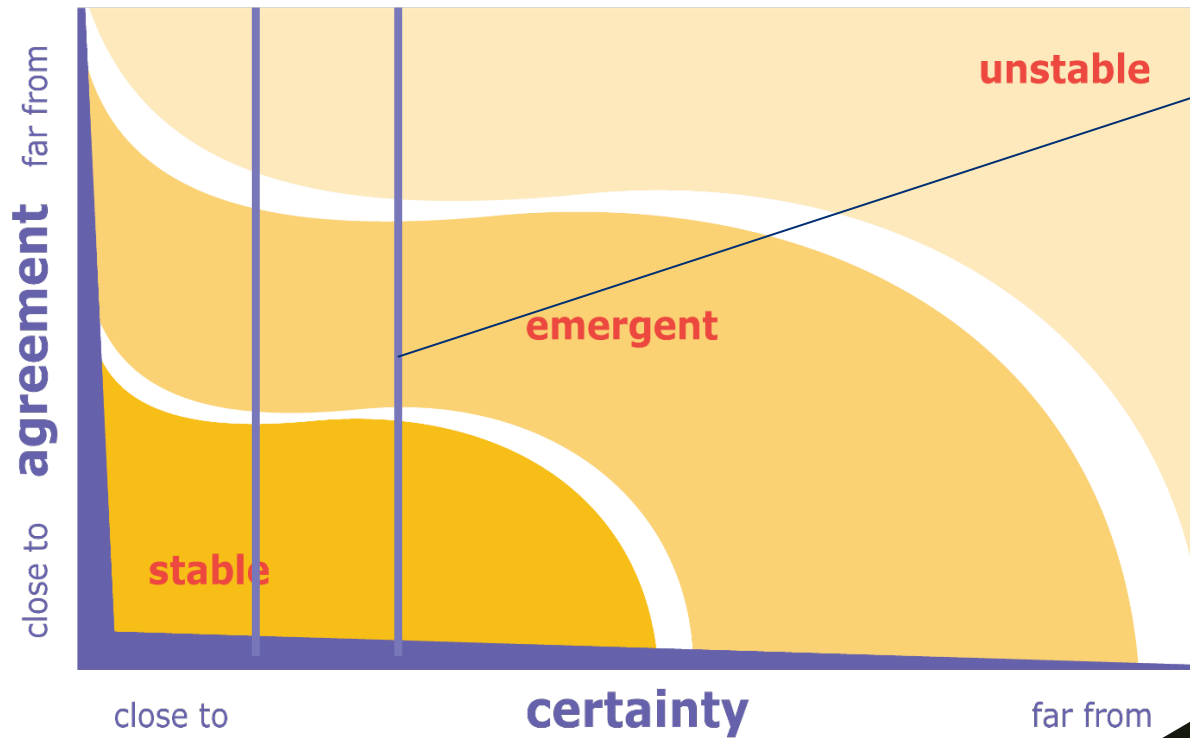






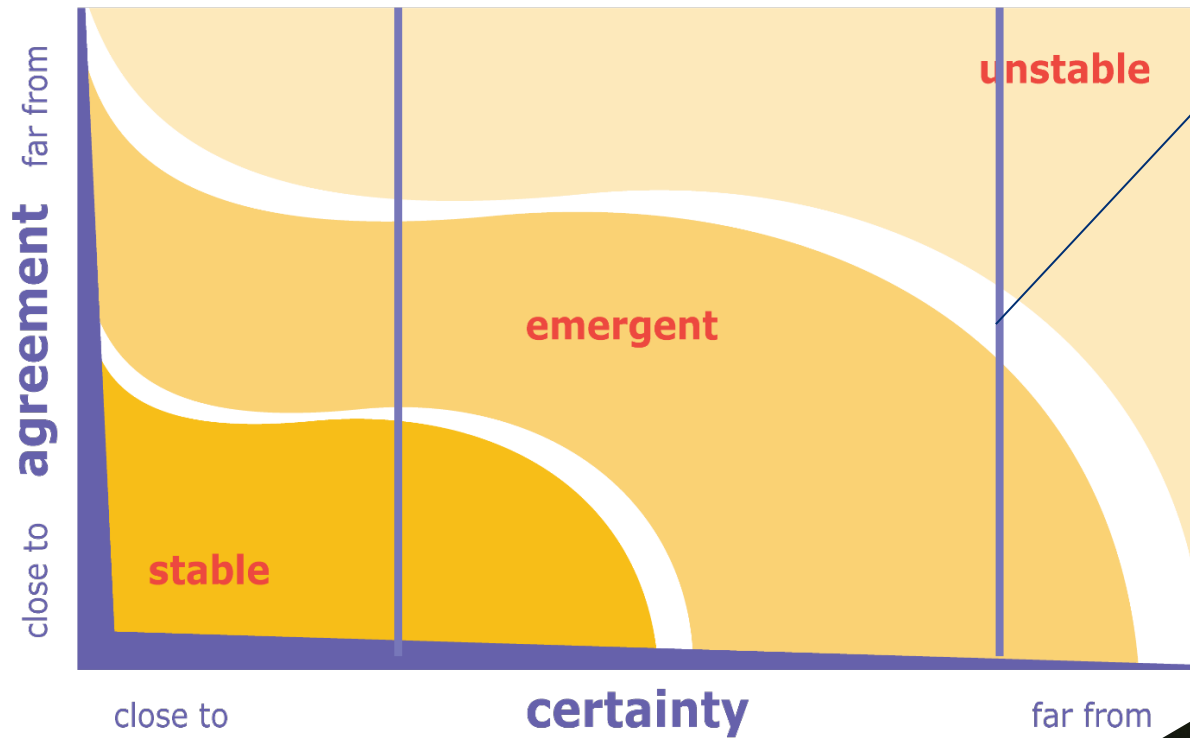
What is the range of certainty in your external environment?





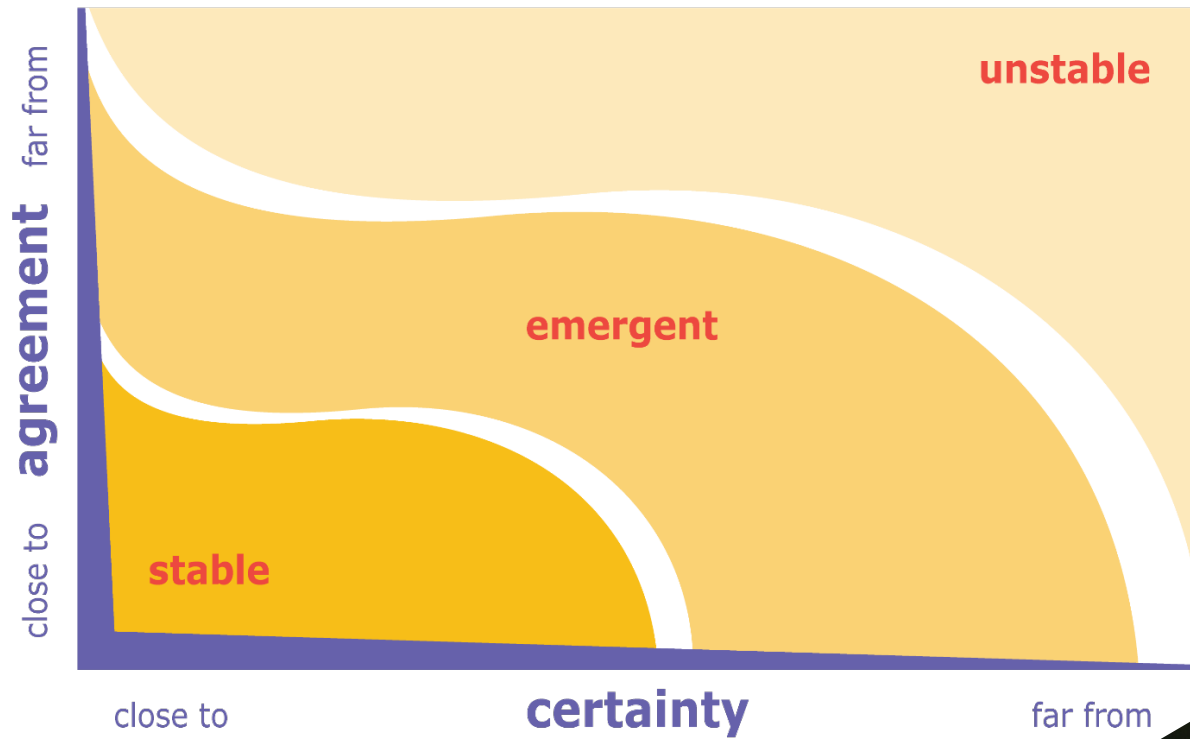
What is the range of certainty in your external environment? Is it narrow?

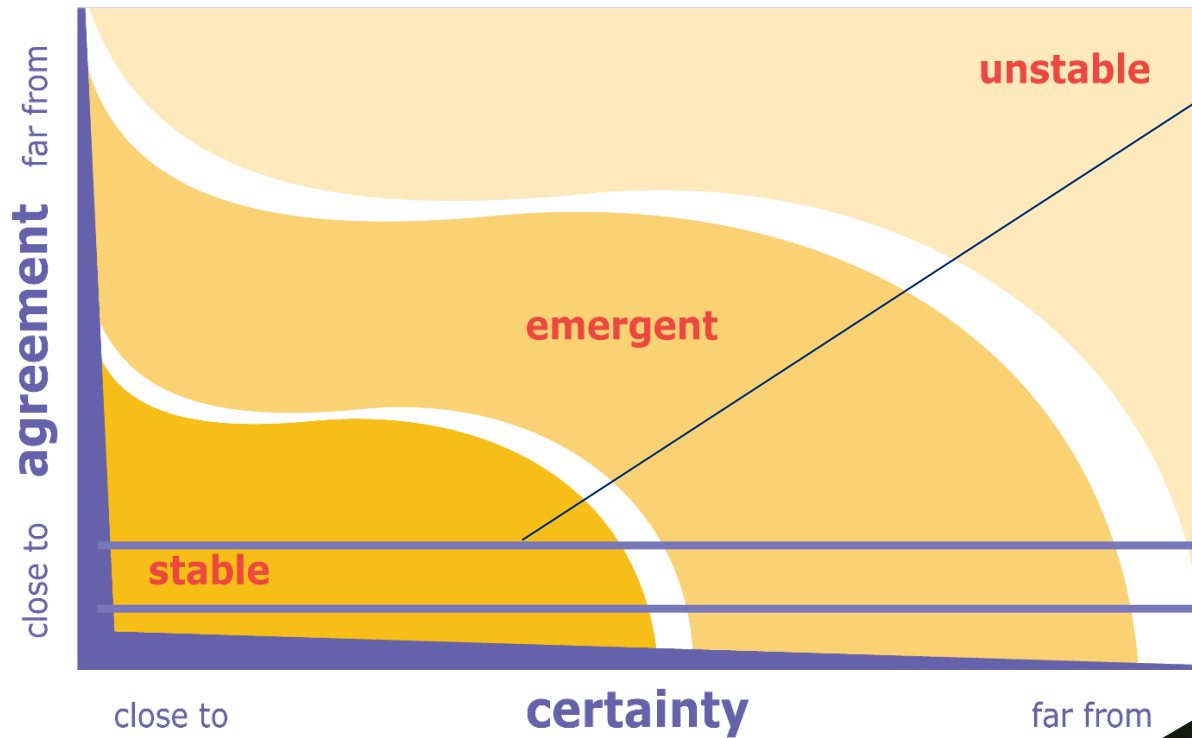




What is the range of certainty in your external environment? Is it wide?

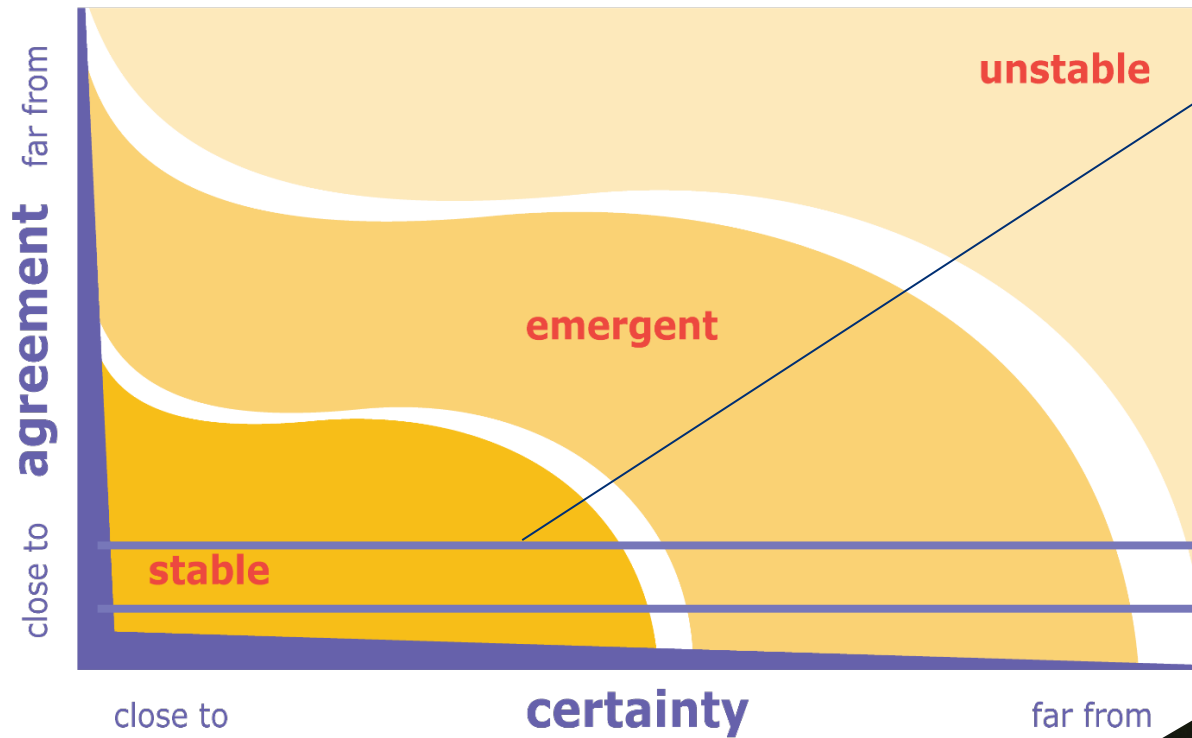


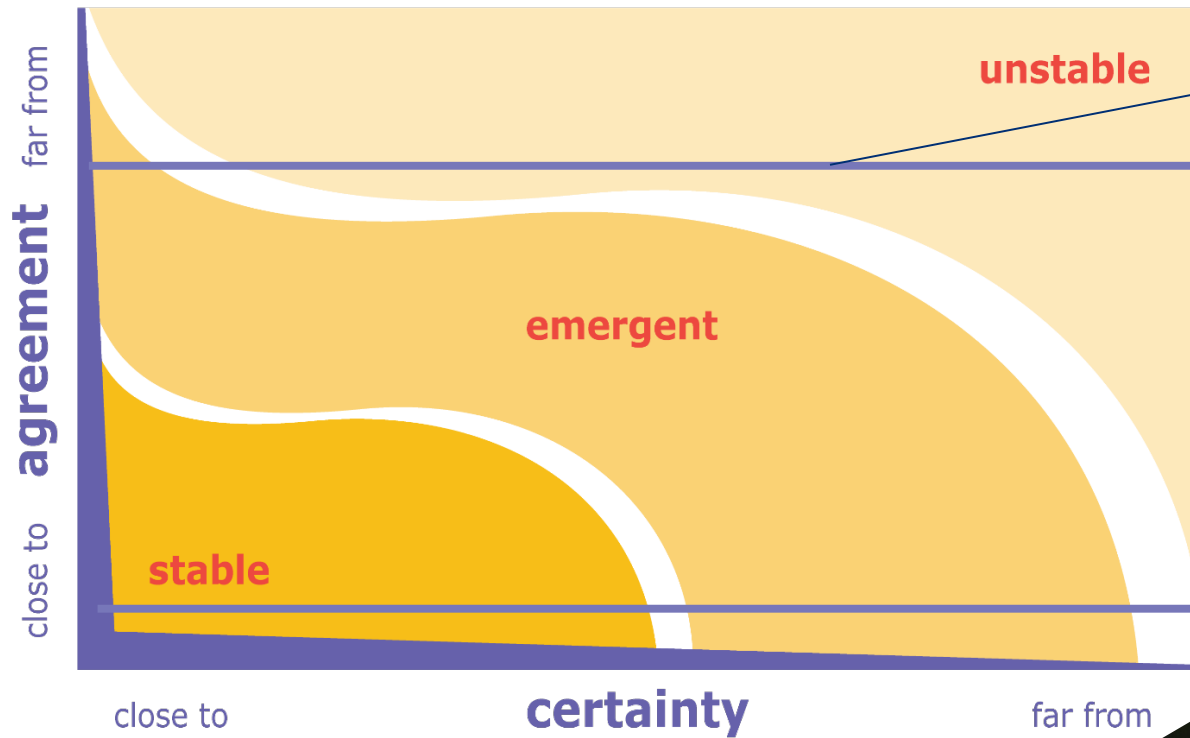




What is the  
range of  
agreement in  
your internal  
environment?



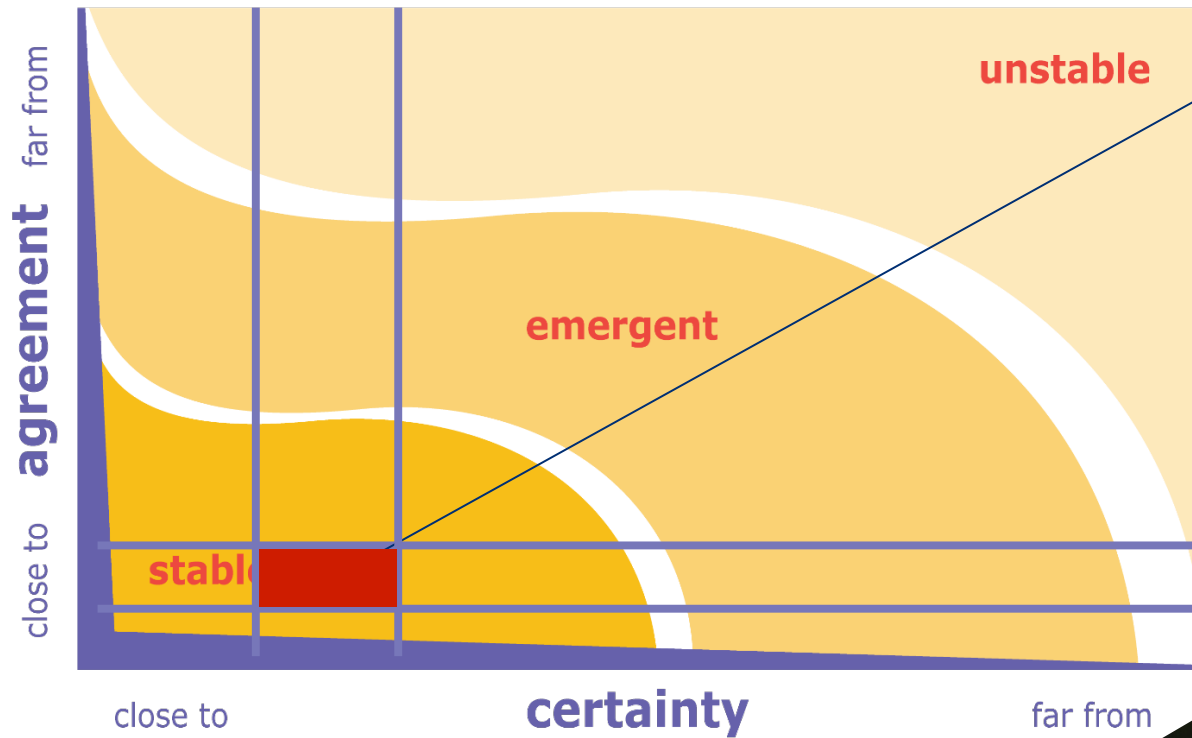




What is the range of agreement in your internal environment? Is it wide?

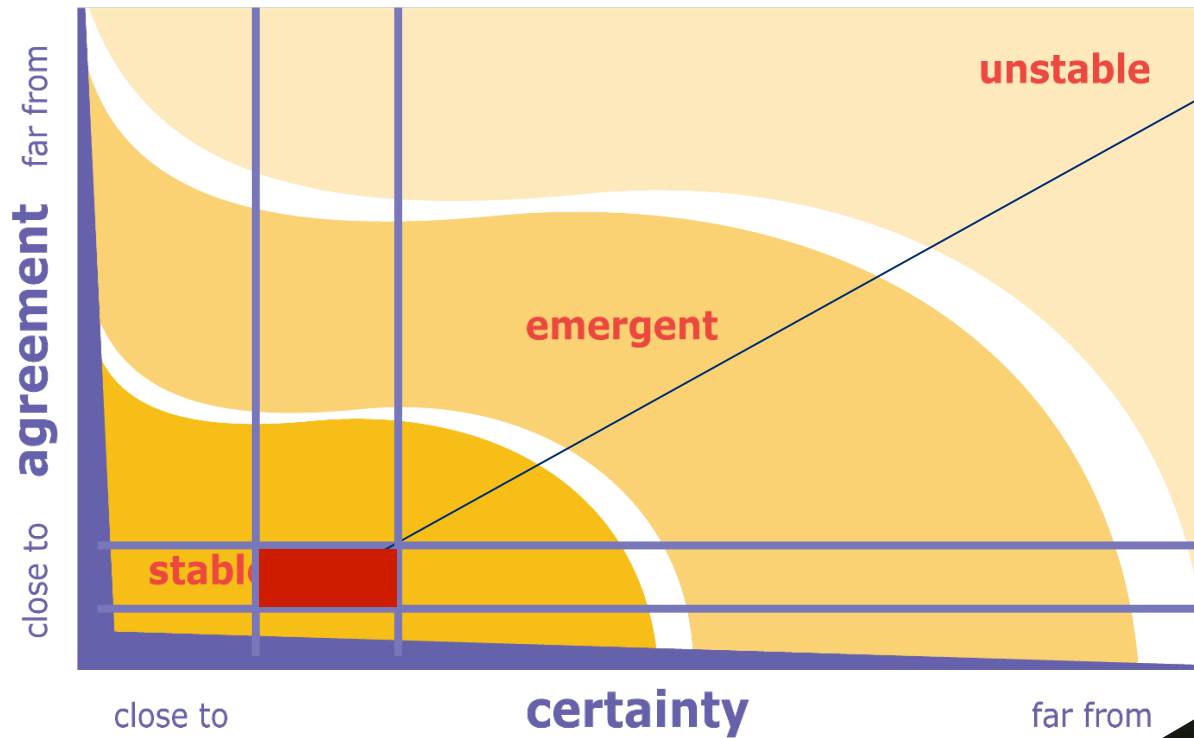






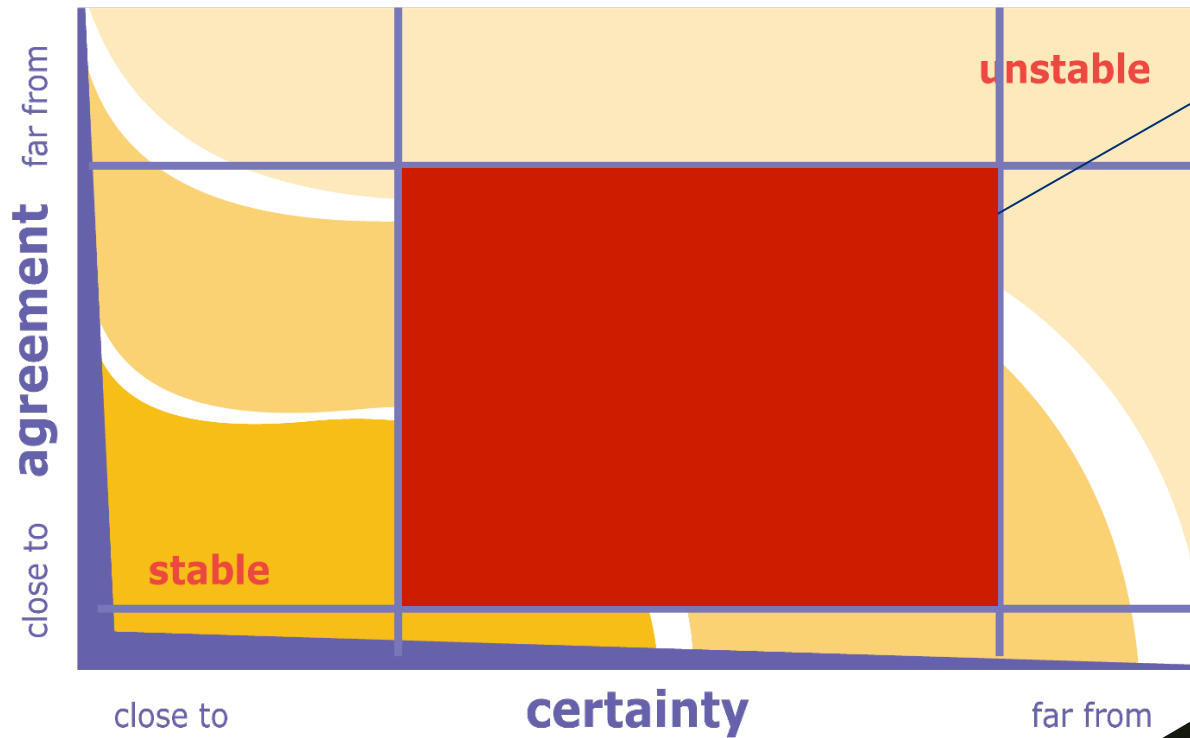
The intersection of the two gives you your zone of creative freedom.





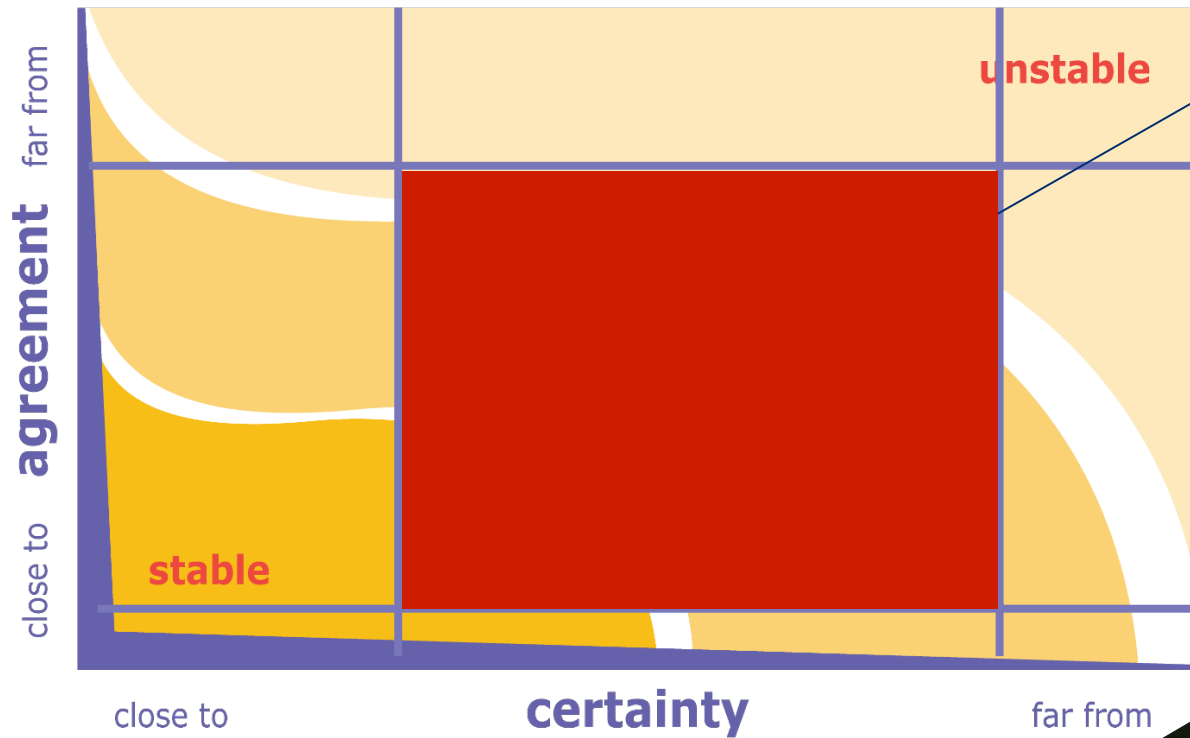
A small box means not much freedom.





A large box means lots of freedom.





When you push the sides of the box, you are practicing courage to create.





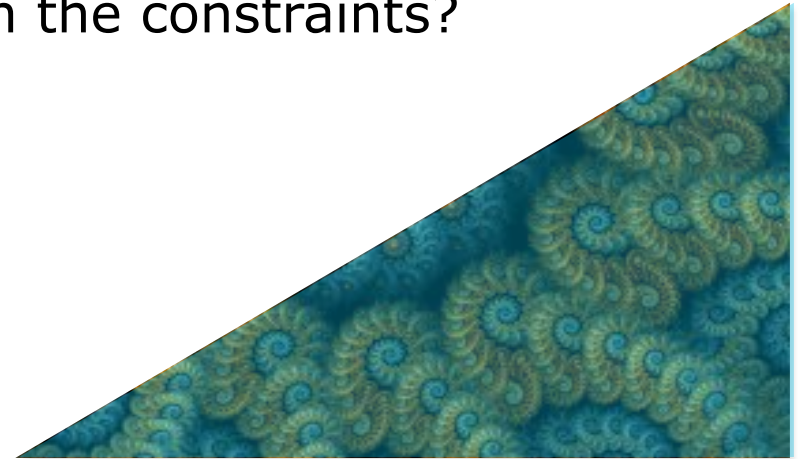
HUMAN SYSTEMS  
DYNAMICS INSTITUTE

**Now what can you do to push your  
own boundaries?**



# Adaptive Action

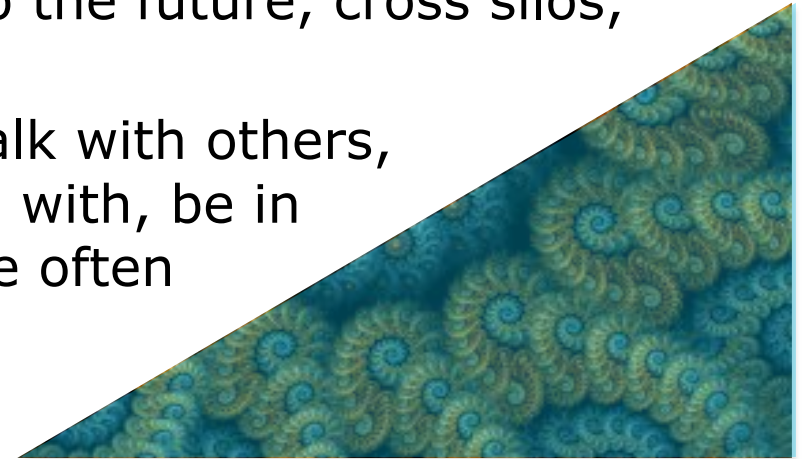
- ▶ What are your current boundaries?
- ▶ So what urgency is there for your courage to create?
- ▶ Now what will you do to push the constraints?





## To push your external constraints . . .

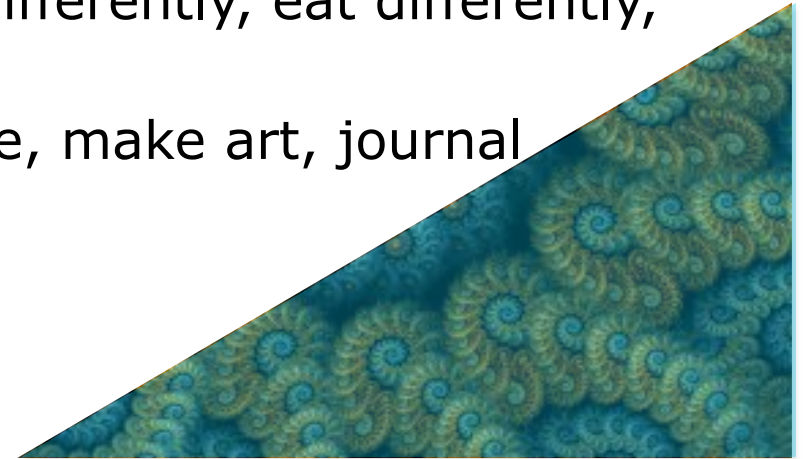
- ▶ Change the environment—travel, change jobs, take a vacation
- ▶ Change your focus—look into the future, cross silos, think internationally
- ▶ Change your connections—talk with others, listen to people you disagree with, be in touch with more people more often
- ▶ And . . .





## To push your internal constraints . . .

- ▶ Expand your identity—see yourself in the whole, part, and greater whole
- ▶ Change your habits—move differently, eat differently, dress differently
- ▶ Focus on reflection—meditate, make art, journal
- ▶ And . . .







## Today we explored . . .

- ▶ **What** constitutes courage in Adaptive Action?
- ▶ **So what** is your current capacity for creative courage?
- ▶ **Now what** can you do to push your own boundaries?



## Learn more . . .

- ▶ Webinars:
  - Education
  - Live Virtual Workshops
- ▶ Online:
  - [Adaptiveaction.org](http://Adaptiveaction.org)
  - [HSDinstitute.org](http://HSDinstitute.org)
  - [Wiki.hsdinstitute.org](http://Wiki.hsdinstitute.org)
- ▶ Adaptive Action Labs:
  - HSD Professional Certification—July in Las Vegas
  - Leadership in Health Professions Education—September online
  - Peace and Conflict Certification—Eastern Mennonite University



# Join us for upcoming webinars

Jun 2nd, 11 am CST Live Virtual Workshop	<i>One Answer is No Answer: Teaching as Learning</i>
Jun 16 <sup>th</sup> , 11 am CST	<i>Quarterly Associates Meeting</i>
Aug 4th, 11 am CST Live Virtual Workshop	<i>Create the Path: A Guide to Shared Strategic Change</i>