

11:56:39 From Stewart Mennin to All panelists : Hi Everyone
11:57:01 From Stewart Mennin : Hi Everyone
11:57:01 From Beryl to All panelists : Hi
11:57:05 From Regina Martins : Hi everyone!
11:57:16 From Brigid to All panelists : Greetings!
11:57:20 From Royce : Greetings to each and every one of you...thanks for being here.
11:57:27 From Royce : Hey Beryl...
11:57:49 From Lynette to All panelists : Hi everyone from a beautiful Bloemfontein!
11:57:53 From Rich Ann : Hello!
11:57:53 From Regina Martins : Good to see you all!
11:58:01 From Regina Martins : Hey Royce
11:58:02 From Cheryl Green to All panelists : Good Morning
11:58:02 From Stewart Mennin : Howdy, y'all
11:58:18 From Beryl to All panelists : Hi Glenda, Royce, and Mary
11:58:27 From Steve Legler : Nice to be here again
11:58:42 From Olga Yiannakis : hello everyone!
11:59:02 From Royce : It's great to see all your names...I am so glad you are here.
11:59:11 From saras : Hi everyone. Greetings from the UK
11:59:22 From Brigid : Saying hello to everyone this time!
11:59:30 From dominic swords : And from me too
11:59:37 From Shawna Vivant to All panelists : hi all!
12:00:11 From Hoffie to All panelists : Hallo from a cold Eastern Cape, South Africa
12:00:32 From Beryl : Hi everyone, this is Beryl in Minneapolis
12:00:33 From Stewart Mennin to All panelists : Talk really slow because culture takes a long time to change
12:00:45 From Royce : Hoffie, as it gets colder for you...the trees are beginning to green here..The lake has finally thawed.
12:00:48 From Helena : Hi everybody and happy to be here
12:01:03 From Alison Maxwell : Good evening from the UK - spring has finally arrived. Alison
12:01:11 From Regina Martins : Hey all,this is Regina from Johannesburg, South Africa.
12:01:18 From Deborah.edwards to All panelists : Hi all, Deborah Edwards from Nanaimo, BC
12:01:18 From CD Hilmoie : Cindy Hilmoie here in Minneapolis.
12:01:20 From Troy Wiggins to All panelists : Hello everyone. I'm Troy from Memphis, TN. Great spring weather here. Happy to be in the space with you all.
12:01:21 From Mauricio Goldstein to All panelists : My name is Mauricio Goldstein and I am from Sao Paulo - Brazil
12:01:22 From Stewart Mennin to All panelists : Hi - Stewart Mennin from Sao Paulo, Brazil
12:01:27 From Sarah Bond : Hi this Sarah dialling in from the UK - looking forward to this session!
12:01:32 From dan_stutterheim to All panelists : Dan from Kansas, joining in.

12:01:41 From Monica Maassen to All panelists : Hi Monica here, from the Netherlands
12:01:42 From Chris M to All panelists : Hi. Chris from the UK.
12:01:48 From Olga Yiannakis : Hi All, this is Olga from Cape Town, South Africa :)
12:01:52 From HOFFIE to All panelists : Hallo HOFFIE from butterworth in SA
12:01:58 From Emily Seddon : Hi, this is Emily from the Twin Cities MINNESOTA
12:02:03 From Rebecca Moss : Hello from New Jersey!
12:02:59 From Mary to Jen Jones-Patulli, All Panelists : so Jen - I began fb live but it just stopped with no info why...try to restart
12:03:05 From Laura : Hi Laura from western massachusetts
12:03:05 From Karyn Sciortino Johnson to All panelists : Hello. This is Karyn from Minneapolis.
12:03:17 From Regina Martins : Hey Olga!
12:03:21 From Karyn Sciortino Johnson : Hello. This is Karyn from Minneapolis.
12:03:22 From Mary-pc : Hi Glenda, Steward & regina. i met all of you at the ESME course in Barcelona, Dr Mary India
12:03:33 From Jen Jones-Patulli : Hello from Hawaii!
12:03:37 From Sherry Johnson to All panelists : Hi Sherry from Seattle, soon to relocate to Saint Paul, MN
12:04:01 From CCRP Program : Hello! Lecia from MN (but today from TX!)
12:04:16 From Royce : Mauricio, welcome, and be sure the blue label above where you type says panelists and participants so everyone can see your name and notes.
12:04:46 From Laura to All panelists : yes first timer
12:04:49 From Deborah.edwards to All panelists : First time attendee - Deb
12:04:52 From Chris M to All panelists : 2nd webinar for me.
12:04:57 From Troy Wiggins to All panelists : I am relatively new to HSD. I've only done some very basic reading on introductory concepts
12:04:57 From mbrinkerhoff : Hi everyone, this is Monica from Tucson AZ
12:05:00 From shelleybird : First HSD webinar.
12:05:06 From Brigid : Brigid from Minneapolis, MN - been once to a live event with you, but not this format...
12:05:42 From Royce : Welcome to all the "newbies" and to all the familiar faces and names.
12:08:26 From Royce : Even beyond some similarities, each culture is unique.
12:10:00 From Jen Jones-Patulli to All panelists : getting appreciation and likes on fb. no comments yet
12:10:04 From Chris M : thanks. that was a LOT. but it made great sense.
12:10:12 From Janice Fingler to All panelists : Janice Fingler from Vancouver Canada.
12:10:30 From Mandi to All panelists : Mandi from Underwood, ND
12:10:37 From Alison Maxwell : In my experience patterns are hidden to

those who are immersed in them . It often takes an outsider or a clash of cultures for them to become visible.

12:11:20 From Stewart Mennin : Can you put culture and identity together?

12:11:38 From Lynette : Agree with you Alison: often similarities are the fact that people are sometimes set on being "different"

12:11:44 From Beryl : Would you speak to the illusive expectation that A training can change a culture -- e.g. Starbuck's pending training to address/ eliminate unconscious bias?

12:12:16 From Mary to Jen Jones-Patulli, All Panelists : Ha - looks like my mom is watching!

12:12:39 From Janice Fingler to All panelists : A curious thing - we can look at patterns where we perceive there is data, but also where there is no data. Seeing and inquiry into the "white space" is valuable. I realize now that's a difference too !

12:13:04 From Jen Jones-Patulli : Complex Adaptive System: <https://www.hsdinstitute.org/resources/complex-adaptive-system.html>

12:13:30 From Royce : Great Janice...describing the what you see...helps you identify and name patterns..

12:14:09 From Royce : Who's there? How do they engage? How are they different? Same? How do they connect?

12:14:47 From Janice Fingler to All panelists : And who is not there - what's not there !

12:15:32 From Mary : I know culture shifts, but often we talk as if it is set and clear. So how can we talk about it more realistically?

12:15:43 From Royce : System-wide patterns that emerge from the interactions of the agents create the culture of the system.

12:16:45 From Regina Martins : I'm interested in how organisations I work with see their cultures as a static thing, which makes it challenging for them to adopt Agile. I've recently been thinking about that as organisations wanting to play an infinite game (adopt Agile) but with finite game rules (not wanting to change)...

12:17:00 From Cheryl Green : Per the Starbucks example, can there be a culture change without the agents having frequent exchanges? I'm not convinced training without rich and consistent connections over time is sufficient.

12:19:03 From Royce : Exactly Cheryl...and especially when the old pattern of continues to be reinforced by the greater community. You can't expect an pattern of the greater whole to dissipate just because you walk into your work space...There are vestiges you bring with you... even if you don't want to.

12:22:12 From Janice Fingler to All panelists : Yes Regina - best intentions disconnect with actions because context misread ?

12:23:12 From CCRP Program : How do these questions line up with CDE?

12:23:13 From Alison Maxwell : I worked in an organisation where the leaders had room with 30feet doors - a huge symbol of the power differential present!

12:23:19 From Jen Jones-Patulli to All panelists : CDE Model: <https://www.hsdinstitute.org/resources/cde-model.html>

12:23:28 From Jen Jones-Patulli : CDE Model: <https://>

www.hsdinstitute.org/resources/cde-model.html

12:23:31 From Chris M : Routine events during the day – meal times, expectations, who eats with who.

12:23:38 From Jen Jones-Patulli to All panelists : NO questions on FB

12:24:02 From Olga Yiannakis : good one, Regina!

12:24:15 From Chris M : Objects in shared space – piano, guitars, songbooks.

12:24:19 From dominic swords : I frequently notice people self disempowering themselves. They might be quite senior and you'd expect them have influence, but they are often unsure they can make a difference 'unless the boss changes things'.

12:24:30 From saras : Rituals/celebrations in Myanmar – Internationals supplying cake, national staff supplying curry and local dishes

12:24:46 From Chris M : Ways people greet each other.

12:24:48 From Stewart Mennin : How can we explain the observation that symbols and images seem to be more direct and sustainable than words and language. For example, images of deities and gurus seems to be a difference that is more powerful than language that describes them?

12:25:06 From Lynette : How can the HSD mindset help the "oldies" in a culture to ask questions / think like a "newbie"? Often artifacts, like jokes, lead to unintentional offense that blocks connections

12:25:44 From Jen Jones-Patulli : Radical Inquiry: [https://](https://www.hsdinstitute.org/resources/radical-inquiry.html)

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12:25:45 From Janice Fingler to All panelists : Mining industry – desire to connect with stakeholders, but processes and structures are "push" style – conferences, meetings that aren't set up for dialogue and listening. They are mostly presentations, panels, one or few directional sharing.

12:25:49 From Monica Maassen : Many people say that leadership is critical in culture, both positive and negative. One of our leaders use to say, fish starts rotting at the top.... is that related what you just said about people with priviledges

12:26:22 From Royce : Great point, Janice...

12:26:25 From brenda : In my organization we say we are committed to caring for each other, believing that as we do this it enables everyone to be their best selves. I see that some leaders have behaviours or habits that don't look like this. Eg. rigid rules about leave/sick days doesn't feel caring or understanding.

12:26:31 From Mary to All panelists : interesting, Monica!

12:26:46 From Beryl : one of my current projects involves a desire to address perceived generational differences contributing to strained interactions: containers – perceived generations/ ages; differences – styles, motivations; exchanges – comm modes, styles, frequencies

12:29:01 From Lynette : AHA moment Glenda: we need to "walk" the "talk"?

12:29:21 From Regina Martins : Ah-ha moment too...

12:29:59 From Royce : Stewart...per your question about symbols...I wonder if it's because the symbols transcend language..No matter where I am or my own language, the symbols I see let me know things others know, even if we live, work, and play in different places...right?

12:30:23 From Regina Martins : When the language container has different patterns to the behaviour container...is it similar to cognitive dissonance? And lack of coherence...?

12:30:51 From Rebecca Moss : Congruent/incongruent?

12:31:11 From Royce : Great example, Beryl...And what actions are they taking/can they take to engage in ways that reaches across the differences? Can they form one container that's stronger than the two separates?

12:31:24 From mbrinkerhoff : Me too- the idea of a language container and behavior container is such and a-ha, so many of our efforts are targeted to language and even "talking" about behavior, but then we don't pay attention to intentionally changing behavior.

12:31:32 From CCRP Program : Anyone else froze up?

12:32:00 From CCRP Program : Cliff hangar...exchanges. :)

12:32:10 From Karyn Sciortino Johnson : yes

12:32:11 From Regina Martins : I see you Glenda

12:32:12 From Cheryl Green : Yes

12:32:13 From Regina Martins : And hear you

12:32:29 From Mary : ha!

12:32:46 From Lynette : Back on track...

12:33:34 From Royce : Monica, yes. While the leader can't set the whole container, that person's role in helping to set conditions is critical. Walking the talk...exactly.

12:33:53 From Janice Fingler to All panelists : Walking the talk is interesting.... can can be a variable definition of what is an acceptable path or how far off the path is acceptable or where we can stray.

12:34:23 From Jen Jones-Patulli to All panelists : Roy (from Facebook live feed) shared this link: <https://testosteronecivilization.com/the-testosterone-hypothesis/>

12:35:02 From Jen Jones-Patulli to All panelists : wanted to share with panelists first

12:35:34 From Royce : Regina...and your language question is really important too...We can talk about collaboration and working together, but if there is no incentive to collaborate you don't see it going on... and that is confusing...cognitive dissonance.

12:35:44 From Sherry Johnson to All panelists : Would another container be teams within a competitive league? Different services in a large church? Different departments in an organization?

12:36:14 From Royce to All panelists : mary can you check that out really quick so we can see what it means>

12:36:21 From Mary to Jen Jones-Patulli, All Panelists : could you engage Roy more on how he sees a connection?

12:36:22 From Royce to All panelists : I mean the link....sorry

12:36:44 From Jen Jones-Patulli : Karpman Drama Triangle: https://en.wikipedia.org/wiki/Karpman_drama_triangle

12:36:44 From Mary to Jen Jones-Patulli, All Panelists : I am looking at the link but do not want to assume how he sees it

12:36:45 From Royce to All panelists : Sherry you are right on!

12:37:01 From dominic swords : How about a judgmental/critical pattern

where people have few degrees of freedom/tolerance of 'errors'

12:37:30 From dominic swords : It's a pattern I see frequently in client org's

12:37:47 From Jen Jones-Patulli to All panelists : NO questions from FB

12:38:07 From Sarah Bond : Highly pressurised. C - targets. D - different priorities. E - competitive

12:38:52 From Ivana Costa to All panelists : Glenda mentioned what can be observed.. how do we make sense of what we see in order to see and start talking talk about the pattern / culture now and what needs to shift..?

12:39:06 From brenda : So how do we impact the things that lead to that lack of trust?

12:39:20 From Chris M : Mine is a living community: container - community members, differences - contribution, exchanges - gift

12:39:27 From Regina Martins : That's a good question Brenda...

12:39:35 From Michael Seelig : Can a system (like an assembly line) be a container?

12:41:00 From Janice Fingler to All panelists : mining industry - the early stages are supported by venture capital, ie investor money. Money is huge but now power is shifting such that social, community and FN is gaining power..... So we have 2 differences in play - money and social. ??? is that right or are those containers ?

12:41:07 From Royce to All panelists : Ivana, Glenda is about to go there. And what about questions...checking your perceptions against others' perceptions,

12:41:43 From Jen Jones-Patulli : To influence change: change the "C" "D" or "E"

12:42:12 From Royce to All panelists : Michael...it can...consider how the people who work side by side over time on an assembly line come to identify with each other...they ave their inside jokes, ways to treat the new folkske etc...

12:43:18 From Royce : Janice, money and power can also be exchanges...it depends on the scale of the system you are looking at.

12:43:30 From Royce : Michael...it can...consider how the people who work side by side over time on an assembly line come to identify with each other...they ave their inside jokes, ways to treat the new folkske etc...

12:44:41 From Karyn Sciortino Johnson : Interdisciplinary teams seems like action learning team work.

12:45:40 From Royce : Brenda, your question about trust is powerful... And since you can only change issues of trust by being trustworthy- then the questions you can ask that help you find what people interpret as untrustworthy will help point to the changes that need to be changed...

12:45:42 From Rebecca Moss : I'm doing this now with bringing in stakeholders to collaborate closely with a product development team for 6 weeks

12:45:55 From Royce : Great Rebecca.

12:46:38 From Rebecca Moss : Great to have this language to describe what I'm doing!

12:47:20 From Royce : Karyn...interdisciplinary teams are a great example of people coming together across differences to create new patterns. Love that example.

12:48:15 From Royce : Right Karen...and having the language also helps me understand what I seeing so that my actions are better informed. Stay in touch and let us know how it goes.

12:48:29 From HOFFIE : Please explain more about dasbboards

12:48:50 From Royce : Sorry that last note was for Rebecca...my fingers go faster than my brain sometimes.

12:49:06 From Regina Martins : In Agile we work on establishing cross-functional teams, trying to shift silos at the same time...not the easiest thing

12:49:34 From brenda : Bringing customers into dialogues, or separating disciplines and contrasting – seem like container changes to me. I am having trouble getting my head around this one well.

12:50:30 From Royce : Whew, Regina, I see how that would be difficult...you are working across many scales at once...individual, teams, departments, and the differences that emerge at all those scales...sheesh!

12:50:57 From brenda : (I am a serious newbie here!)

12:50:59 From Lynette : Containers may be circumstances, while differences could be perspectives: so when we ask to redefine quality, it may address both containers (circumstances) OR differences (perspectives)?

12:52:36 From Regina Martins : Ah-ha moment, thanks Royce...

12:52:40 From Beryl to All panelists : Hi Royce and Mary, Sorry, had/have to drop off call due to client walk-in. Will connect again soon -- I hope

12:52:57 From Royce : Brenda, it's about where youre looking most specifically...If you look at the whole system of who works here, then differences might be gender, role, etc. But then if I zoom in and focus on just the role of stakeholder or management or line workers, for instance, I am taking that difference and looking at it as tho it is a container by itself... does that help?

12:53:22 From Janice Fingler to All panelists : am using redefine quality is helpful for health and safety, to redefine those –all three are emergent patterns !

12:53:27 From Royce : And no worries about being a newbie...questions are great and we're so glad youre here.

12:55:00 From Royce : And if you (or anyone else) come up against other questions after the session, feel free to contact me at rholladay@hdsinstitute.org.

12:55:34 From Jen Jones-Patulli to All panelists : this is where I get confused. If you can change a "C" "D" or "E" to influence a shift, then why would a "E" change not do something on its own?

12:56:08 From Francois Cilliers to All panelists : That sounds just like positive deviance

12:56:12 From Regina Martins : I love the improv way, I don't use it enough...

12:56:32 From Sarah Bond : Finding shared questions – an a'ha moment!

12:56:58 From Royce to All panelists : Jen...you can get some sort of shift, but if you it may not be enough...for instance. I can teach people to be nice to each other and that may change some patterns, but unless I find a way to focus on differences, etc., too, then it's not going to change the overall culture...does heat make sense Jen?

12:58:05 From saras : All of these create much more of a 'we' culture, collapsing of levels

12:58:13 From Royce to All panelists : Francois—positive deviance is focusing on a shifting of one or more of these conditions to see what works and why. It's not different at all, you are right.

12:58:27 From Royce : Francois—positive deviance is focusing on a shifting of one or more of these conditions to see what works and why. It's not different at all, you are right.

12:58:57 From Janice Fingler to All panelists : thank you ! very rich. I have to run !

12:59:19 From emmapearson : I am working with an organisation and we are using Simple Rules. It's a global company. So far they have developed SR for their regions (geographically)... should they in time have a set of simple rules for the entire company though to really help shift the culture?

12:59:22 From Royce : Thanks for being with us Janice...Have a great day.

12:59:27 From Jen Jones—Patulli : Simple Rules: <https://www.hsdinstitute.org/resources/simple-rules.html>

12:59:27 From christine : could Glenda show the simple rules slide again?

12:59:38 From Miriam to All panelists : Thank you for these calls each month! They are such a shot in the arm...

12:59:42 From Regina Martins : I've thoroughly enjoyed today's LVW! Thank you!

12:59:52 From Lynette : Thanks everyone! I learnt so much - again...

12:59:55 From saras : Thanks all. Got to dash

13:00:00 From Sherry Johnson to All panelists : I'm hearing there the concept of the "adjacent possible" that Dave Snowden talks about... How do the patterns/containers/differences/exchanges map to attractors within boundaries?

13:00:25 From MRDV : Thanks Glenda great webinar

13:00:28 From Mauricio Goldstein : Thank you so much. It was great to see Glenda again

13:00:29 From Sarah Bond : Fabulous, thanks Glenda

13:00:41 From Royce : Emma, actually either one set, or have them talk about how the different sets are same or different from each other. How do they all build similar patterns across the whole. etc. How are the current simple rules really canceling out each others' patterns? What level of coherence is needed, etc.

13:00:54 From Mary : thanks all for joining in today!

13:00:56 From Troy Wiggins : Thank you so much, Glenda. This was really helpful.

13:01:30 From Royce : Sherry we are not going to have time to talk about your question about the adjacent possible. Can you send that to

me as a question at rholladay@hdsinstitute.org?

13:01:45 From Chris M : Really fantastic!

13:01:52 From Royce : Troyl thanks for being and and I am glad you found it useful.

13:01:55 From Mary : EMU is in Harrisburg, Virginia – lovely small campus, international audience!

13:01:57 From Regina Martins : Would be great to have the Non Violent Resistance programme in South Africa. We need it!

13:02:10 From Mary : we will come back Regina!

13:02:19 From mbrinkerhoff : Thanks, this was great!!

13:02:23 From Regina Martins : Look forward to it!

13:02:25 From Sherry Johnson to All panelists : Sure!

13:02:39 From Stewart Mennin to All panelists : This webinar is one of the clearest presentations of CDE I've heard, in part because it deals with patterns across a much wider metaphor, i.e., culture. And, we have a culture called the deep learning ecology, and thrival. When I learn HSDP we didn't spend much time on CDE. This presentation about how each of the CDE looks in culture and how we can see and understand and take action to change the pattern could be more of a standard and present webinar. I think we should discuss it in Thrival.

13:03:00 From Cheryl Green : Will the presentation be sent out?

13:03:07 From Troy Wiggins : can we share the link to the facebook group?

13:03:19 From Mary : yes – slides and recording will be out tomorrow

13:03:21 From Jen Jones-Patulli : Feel free to share to the Facebook page

13:03:30 From Jen Jones-Patulli : continue the conversation on social media

13:03:30 From Sherry Johnson to All panelists : Wonderful. Thanks!

13:03:38 From Helena : Thank you very much – learned a lot as always with all of you!

13:03:40 From Deborah.edwards : Excellent. Thankyou

13:03:43 From Olga Yiannakis : Thank you, Glenda & everyone!

13:03:55 From Jen Jones-Patulli : recording will be available on HSD website

13:04:13 From Jen Jones-Patulli : <https://www.hsdinstitute.org/resources/resource-listing.html?resourceTypes=virtualWorkshops>