



HUMAN SYSTEMS  
DYNAMICS INSTITUTE

# Plan in Complexity: Make It Work Where You Stand

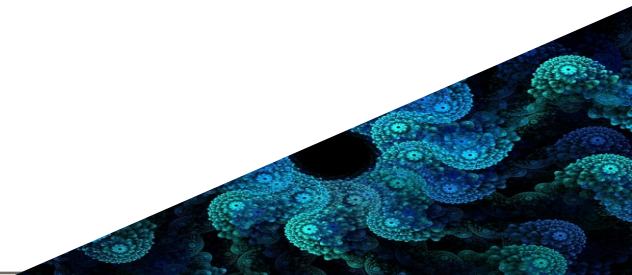
Live Virtual Workshop  
March 2, 2017  
Glenda Eoyang [geoyang@hsdinstitute.org](mailto:geoyang@hsdinstitute.org)

**Nothing is intractable.**



# Today we will explore . . .

- ▶ **What** do we know about the future in a complex adaptive system?
- ▶ **So what** can we do to plan for that future?
- ▶ **Now what** can you do to transform your own planning practice?

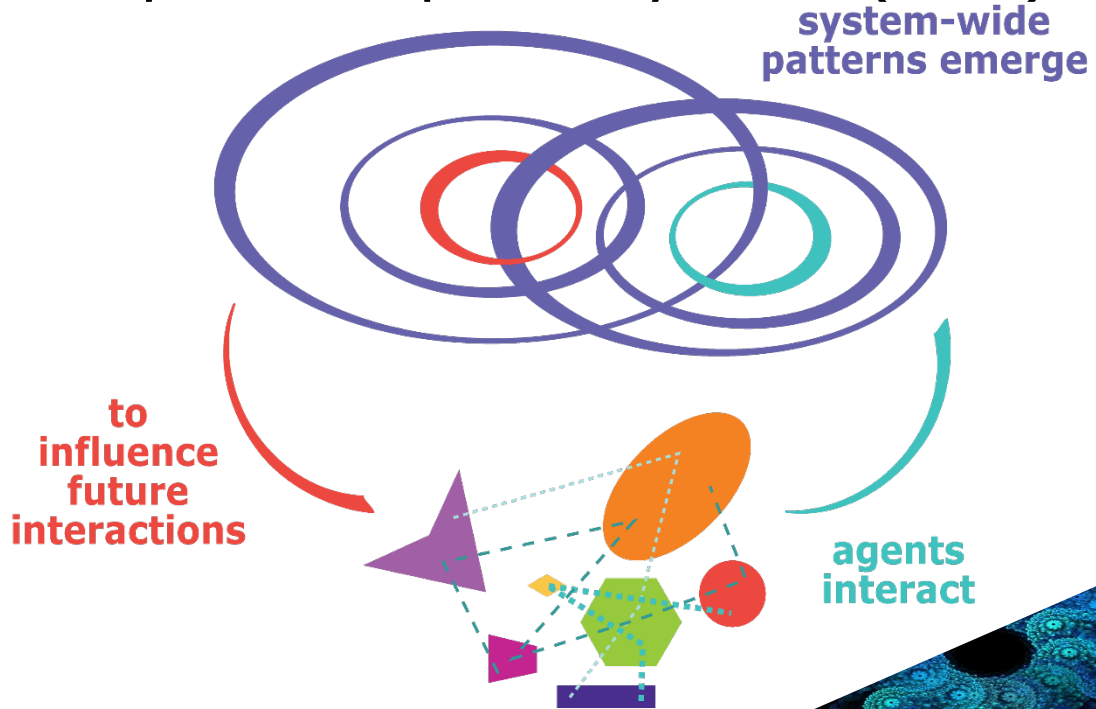




**What** do we know about the future  
in a complex adaptive system?



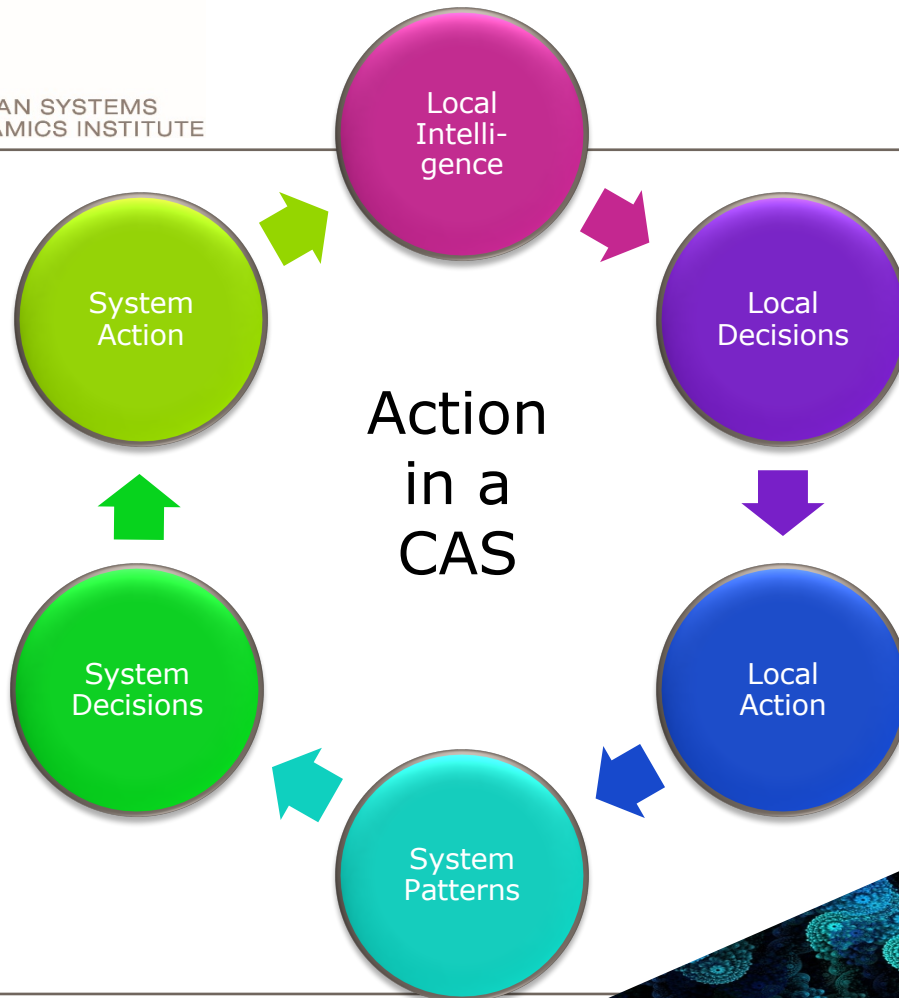
# Complex Adaptive System (CAS)



system-wide  
patterns emerge

to  
influence  
future  
interactions

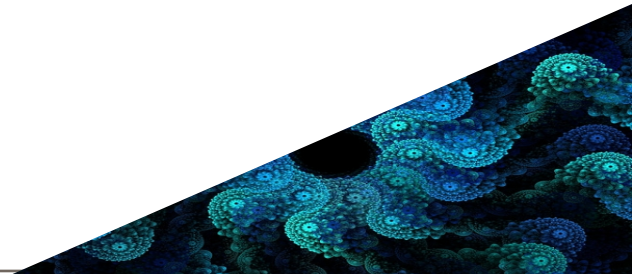
agents  
interact





# So, the future is . . .

- ▶ Sensitive to history
- ▶ Top down and bottom up
- ▶ Inside out and outside in
- ▶ Unpredictable
- ▶ Variable speed of change
- ▶ Variable stability of outcomes



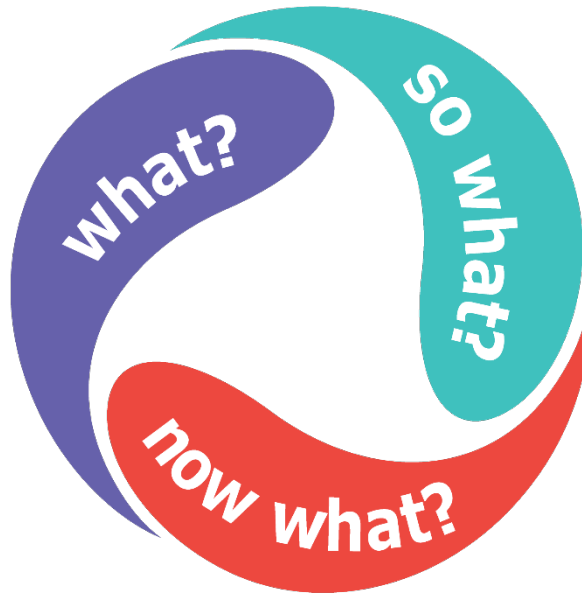




**So what** can we do to plan for that future?



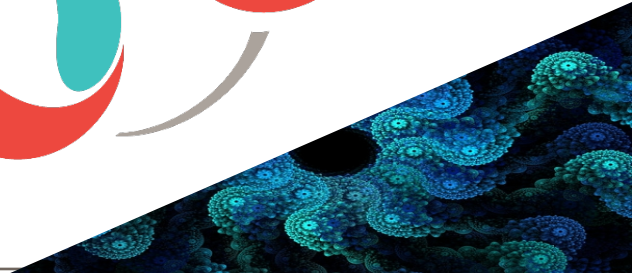
So, planning must be . . .  
Adaptive Action





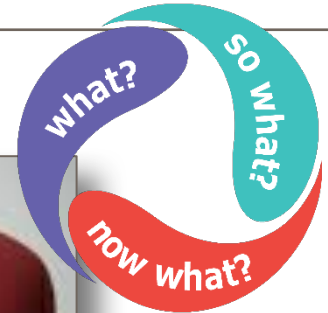


# Everywhere. All the time.



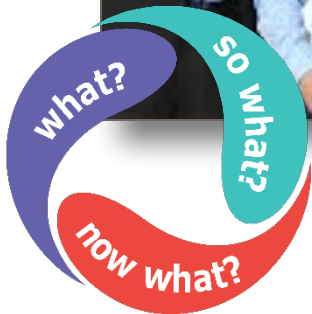


# Governing Boards



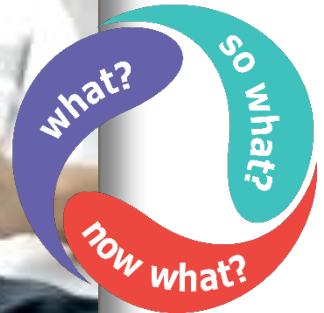


# Executive Team





# Working Groups



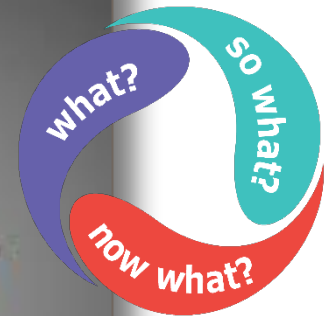


# Cross-Functional Teams





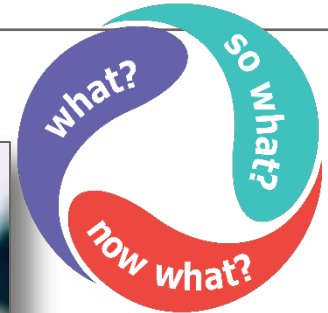
# Enterprise Services







# Supervisors





# Individual Contributors





**Now what** can you do to transform  
your own planning practice?



# WHAT? Assess your planning process

	Always	Sometimes	Never
Continuous			
Multi-level			
Sensitive to externals			
Sensitive to history			
Various speeds			
Various stabilities			

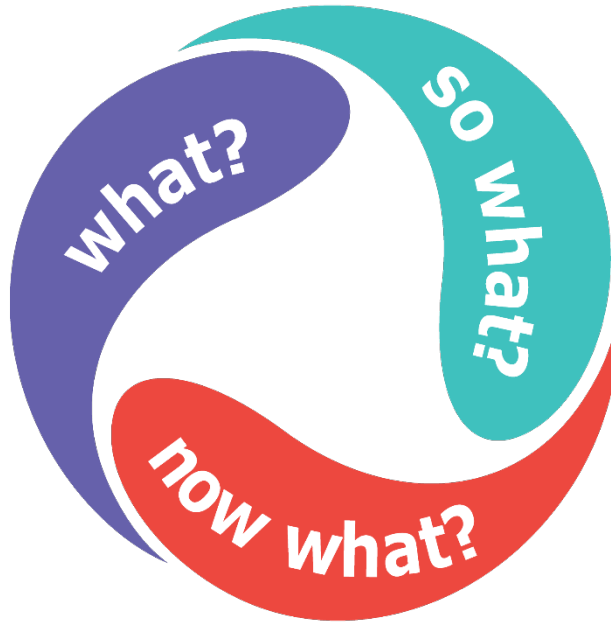


# SO WHAT? Adapt your planning process

	What?	So what?	Now what?
Continuous			
Multi-level			
Sensitive to externals			
Sensitive to history			
Various speeds			
Various stabilities			



# NOW WHAT? Begin again

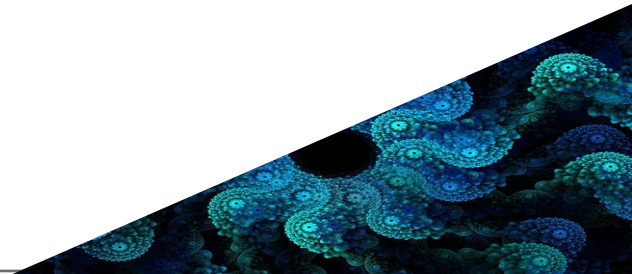






# Today we explored . . .

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## Learn more...

- ▶ Online at [HSDInstitute.org](http://HSDInstitute.org)
- ▶ Adaptive Action Labs:

HSD Professional Certification: Health Care	Online & Vancouver, BC	March – June
Coaching Lab	Online	March – April
Conflict Lab: Dialogue Across Difference	St. Paul, MN	April 27
Complex Change: Lead, Collaborate, Succeed	Roffey Park, UK	May 2
Nonviolent Resistance for the 21st Century	Eastern Mennonite University, VA	May 18-26



# Join us for upcoming webinars:

Quarterly Mini-Conference	<i>March 16</i>
Thrive in the 21 <sup>st</sup> Century: Simple Rules that Work	<i>April 6</i>
Go!: Leadership for Complex Times	<i>May 4</i>
Thumbs, Marbles, and Real Estate: Patterns as Possibility	<i>June 8</i>
Quarterly Mini-Conference	<i>June 15</i>