



## New Paradigm: Break the Beliefs that Hold You Hostage

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**Nothing is intractable.**

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## Today we will . . .

- ▶ **What?**  
Recognize the need for a new paradigm
- ▶ **So what?**  
Explore five markers of the HSD paradigm
- ▶ **Now what?**  
Apply the markers to your intractable problems

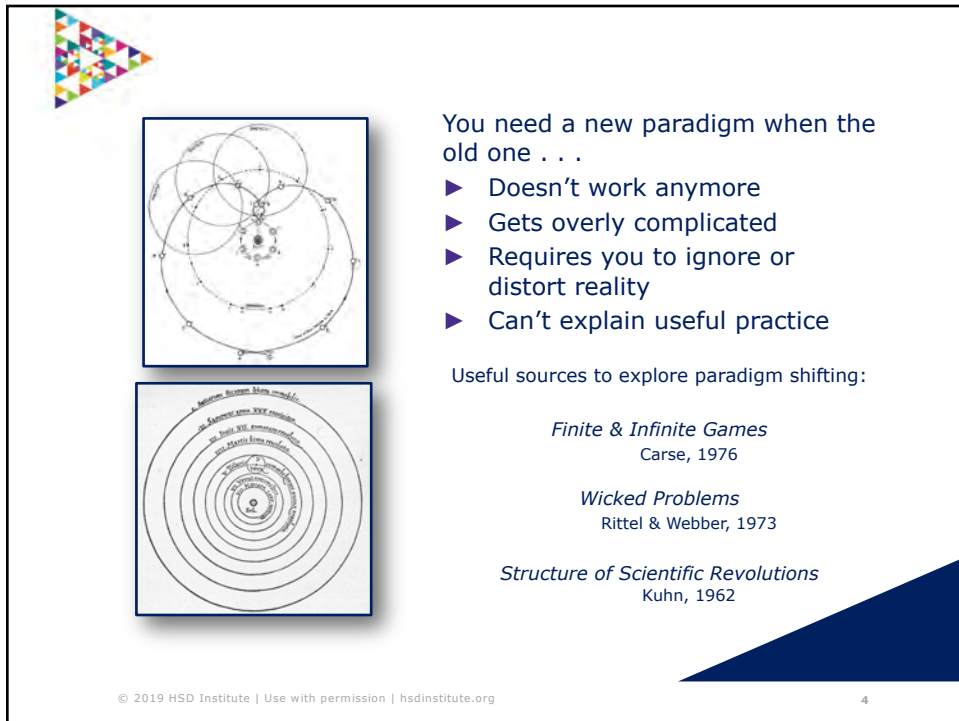


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## Recognize the need for a new paradigm

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You need a new paradigm when the old one . . .

- ▶ Doesn't work anymore
- ▶ Gets overly complicated
- ▶ Requires you to ignore or distort reality
- ▶ Can't explain useful practice

Useful sources to explore paradigm shifting:

*Finite & Infinite Games*  
Carse, 1976

*Wicked Problems*  
Rittel & Webber, 1973

*Structure of Scientific Revolutions*  
Kuhn, 1962

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Need for a new scientific paradigm . . .



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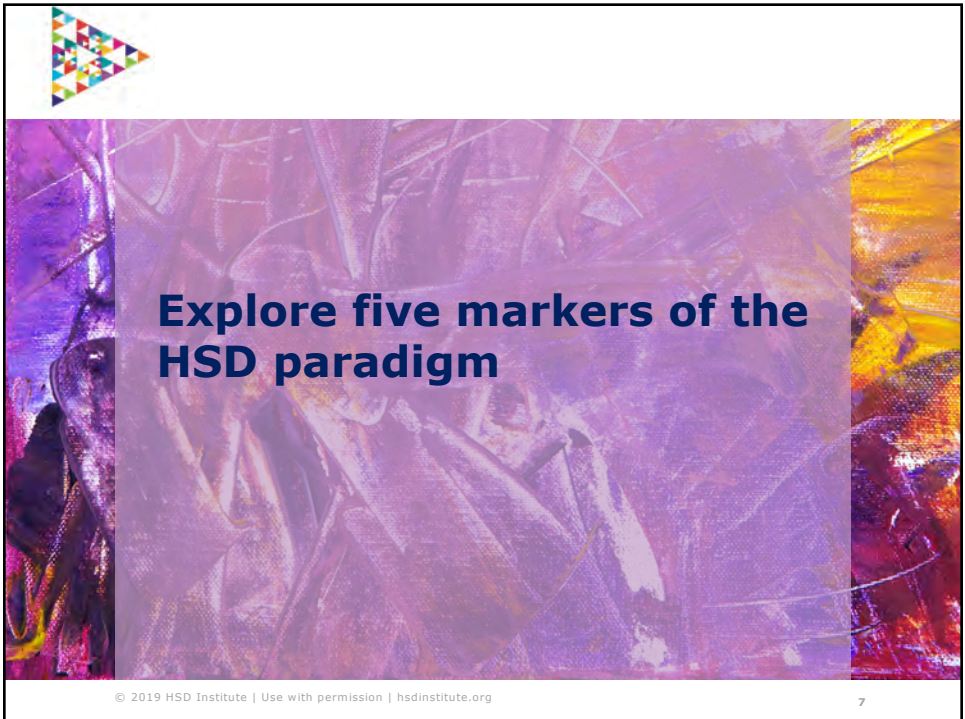


Need for a new social paradigm . . .



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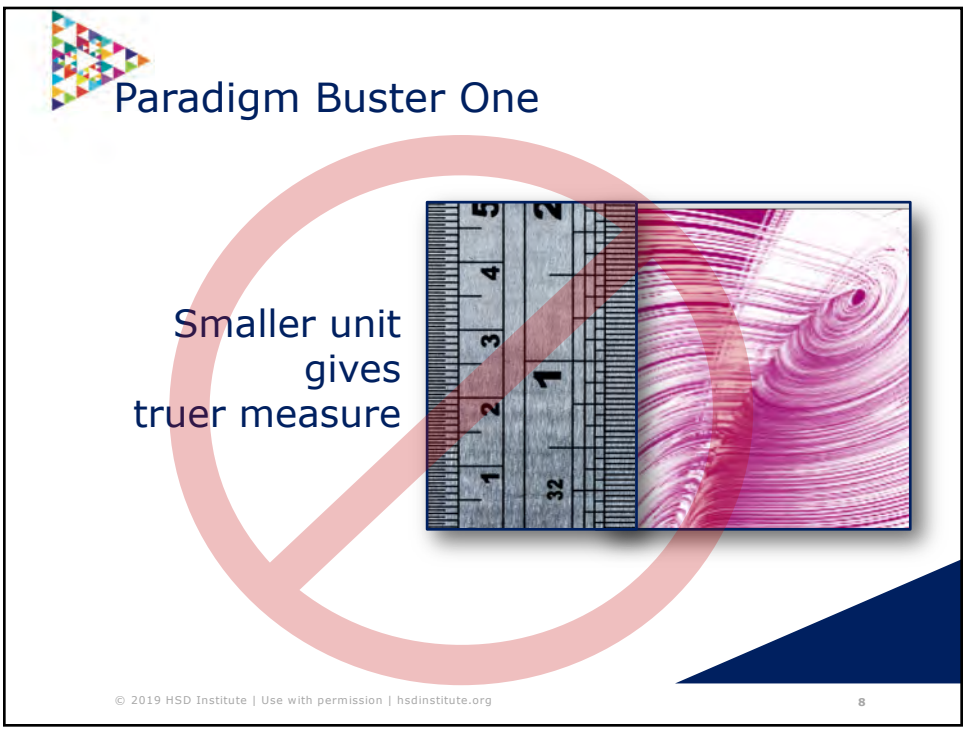
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**Explore five markers of the HSD paradigm**

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**Paradigm Buster One**

Smaller unit gives truer measure

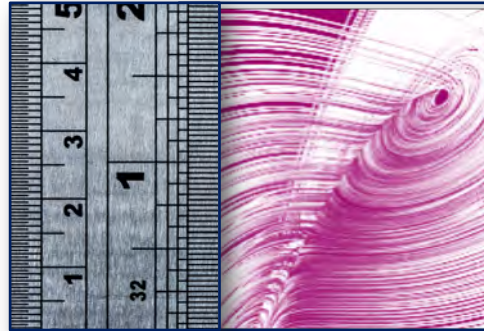
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## Paradigm Buster One

Many units  
give  
truer measure



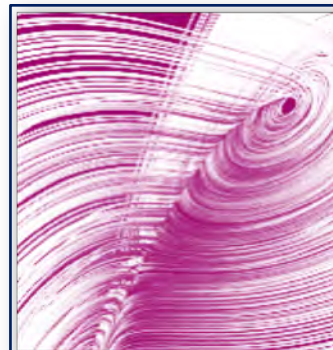
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If many units give truer measures, then . . .

- ▶ Look for patterns not points
- ▶ Think across scales
- ▶ Zoom in and zoom out
- ▶ Find fit for function
- ▶ Excellent enough
- ▶ And . . .



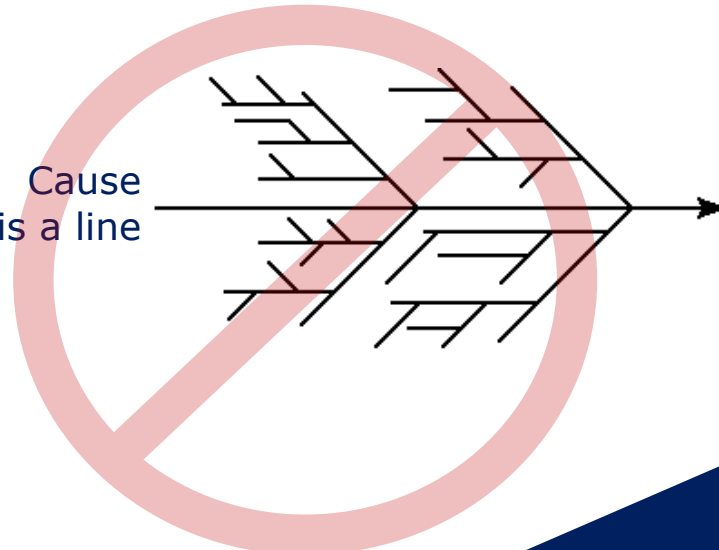
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### Paradigm Buster Two

Cause is a line




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### Paradigm Buster Two



Cause is a network

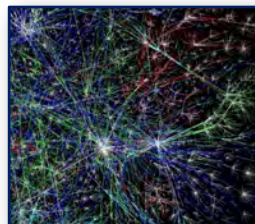
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## If cause is a network, then . . .

- ▶ Think in networks
- ▶ Scan multiple horizons
- ▶ Make and break connections
- ▶ Expect unintended consequences
- ▶ Use Adaptive Action  
What? So what? Now what?
- ▶ And . . .



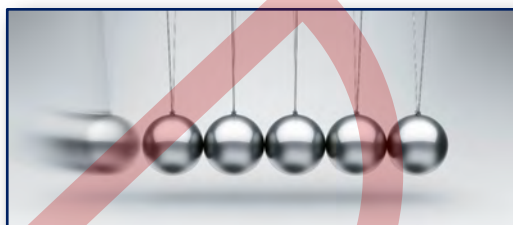
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## Paradigm Buster Three

Difference is dangerous



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## Paradigm Buster Three



Difference is generative

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## If difference is generative, then . . .


- ▶ Consider interdependent pairs
- ▶ Work across dimensions
- ▶ Iterate, iterate, iterate
- ▶ Local rules, global patterns
- ▶ Distinguish stable from not
- ▶ And . . .




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### Paradigm Buster Four




Everything begins and ends

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### Paradigm Buster Four



Before and after matter

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## If before and after matter, then . . .

- ▶ Watch the tension
- ▶ Expect and appreciate contraction
- ▶ Take no difference as permanent
- ▶ Test your assumptions
- ▶ Don't get stuck on space and time
- ▶ And . . .



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## Paradigm Buster Five

The most interesting thing about a problem is its solution



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## Paradigm Buster Five



Patterns are  
not problems

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## If problems are patterns, then . . .

- ▶ Stay in inquiry
- ▶ Integrate theory and practice
- ▶ Don't stay stuck
- ▶ Work at multiple scales
- ▶ And . . .



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## Apply the markers to your intractable problems


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## HSD Paradigm Markers

- ▶ Many units give better measures
- ▶ Cause is a network
- ▶ Difference is generative
- ▶ Before and after matter
- ▶ Patterns, not problems



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Apply the markers to your intractable problems



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