

## Chat Record

### Live Virtual Workshop | Adaptive Action Consulting | 25JUL2019

- 11:00:33 To All Panelists: Good morning! Amber from Minneapolis, MN:)
- 11:00:38 From Ladyjohana Cadavid To All Panelists: Hi There, this is Johana (In Colombia-bucaramanga)
- 11:01:33 From Stewart Mennin: Hi from Sao Paulo
- 11:07:23 From Jennifer Jones-Patulli: CAS,  
<https://www.hsdinstitute.org/resources/complex-adaptive-system.html>
- 11:11:06 From Cathy Toll: In my experience, people hire consultants to HAVE the answers!
- 11:11:13 From Denise Moreland To All Panelists: I see the system wide patterns expressed in organizational culture.
- 11:11:18 From Tina Smith: It is often different than the way the client sees the world
- 11:11:38 From Liz Coenen: Yes, it is often different and disconcerting for the client
- 11:11:45 To All Panelists: It's the same for me but client sees world as black and white, cause and effect
- 11:11:56 From Claire Walker: Clients often think that a clear plan is what they need to get from A to B
- 11:12:13 From Wendy Morris: How to navigate the expert stance that clients expect with a stance of inquiry that is more authentic to the success of the work?
- 11:12:18 To All Panelists: Feel like clients feel their environment stays static while we, as consultants, see the complex changes going on
- 11:12:19 To All Panelists: There is often a "want" expressed, when there is an underlying need.
- 11:12:20 To All Panelists: Similar - I recognise the complexity of an organisational system
- 11:12:45 From ashwinbudden: I work with large international public health clients. Often difficult to get them to understand their problems and context through lens of complexity. Uncomfortable with idea of "uncertainty" and "unpredictability" especially being used to conventional M&E approach
- 11:12:47 To All Panelists: or several needs that aren't known!
- 11:12:47 To All Panelists: The organization may have a question and an idea of where they want to go and expect the consultant to confirm their trajectory.
- 11:13:57 From Baseem Note 9: It is supposed that consultants can control the uncontrollables and predict the unpredictables in the system.
- 11:15:16 To All Panelists: "We live in the world our questions create." David Cooperrider
- 11:15:41 To All Panelists: How can we help our clients adhere to this reality?
- 11:16:31 To All Panelists: As a consultant scopes out work, what are the questions one can ask to figure out whether the client is right fit - e.g. if they're looking for a "pair of hands" - how soon can you find out, so they don't neither party goes into a non-starter engagement

- 11:19:23 From Jennifer Jones-Patulli: Adaptive Action,  
<https://www.hsdinstitute.org/resources/adaptive-action.html>
- 11:20:34 Royce, can you share the title and author of the book Glenda just mentioned? I didn't quite catch it.
- 11:20:59 From Jennifer Jones-Patulli: Imagination,  
<https://www.amazon.com/Imaginization-Gareth-Morgan/dp/1576750264>
- 11:21:12 From Cathy Toll: Thanks, Jennifer!
- 11:21:14 From Royce: Thanks, Jen.
- 11:21:16 From Jennifer Jones-Patulli:--)
- 11:24:00 To All Panelists: Do you ask the questions exactly like on the slide, or do you modify them in small, subtle ways?
- 11:25:51 To All Panelists: I need to interview various people and organizations about innovations - both currently in development and also those that had been deemed a success or a failure within recent years. Can these questions apply to all three situations - even though some are in the past?
- 11:26:37 From Jennifer Jones-Patulli: 1) The question has to match their language (2) ask questions that touch your own inquiry into client space (3) be sure to listen to the answer
- 11:27:19 From Jennifer Jones-Patulli: HSD Consultant's question is the client's "what"
- 11:27:36 From Elizabeth Kachur: definitely consultants have to be good listeners!
- 11:28:38 From Royce All Attendees: Great question...similar questions to different groups works, as long as they are relevant to the group and make sense to them.
- 11:32:04 From Stewart Mennin: How to help clients be satisfied with small steps rather than big all at once? They may not have patience for this.
- 11:32:41 To All Panelists: What level of teaching is required for clients to understand what we mean by patterns and dynamics and what to look for? I guess we are asking them to see and notice what has been blind to them before
- 11:33:53 To All Panelists: How we can accelerate acceptance of this model for the clients? Should they accept the model of intervention BEFORE start, or...
- 11:35:28 From Elizabeth Kachur: How do you know that your consulting job is done?
- 11:35:28 To All Panelists: Is understanding of this approach a part of the contracting phase?
- 11:35:54 From Royce: Stewart...the satisfaction comes, I think, as the client recognizes his/her challenge in your conversation and as they recognize the you're hearing them.
- 11:38:21 From ashwinbudden: Glenda, the questions in the what/so what/now what inquiry framework are directed mainly to intra-organizational change. Can you speak how to address those questions toward looking at program/project outcomes and helping to see outcomes as part of CAS?
- 11:39:07 From Janice Fingler: Responding to an RFP process doesn't allow much inquiry. Can be challenging, to do a proposal esp. with finite schedules and budgets required.

- 11:40:30 From Royce: Ashwin, that's a great question...And in my experience, we just ask the same types of questions, but directed at their immediate experience at those lower scales—individual, team, department, etc. Speaking into their experience with the types of questions that help you see the patterns, their questions about those patterns, and their aspirations about those patterns.
- 11:40:35 From Wendy Morris: What about when the questions you ask surface that the issues are much larger than the client perceives is within their sphere to influence? i.e., a department head who recognizes that a pattern is organization-wide and they believe their small actions can influence big culture issues
- 11:42:50 From Royce: What she meant by that RFP being based in inquiry...restating the perceptions you walk away with and making your recommendations about what might be needed, give them the budget and estimates about that...and asking if that is a fit for their expectations. Letting them know there's room for negotiation. Does that help?
- 11:48:11 From Donna Bivens: How do you handle it if some in the system see the scope of it but others don't. Especially, the "client", For HSD, is the client the one who hires you. (I missed some of the beginning so please ignore this if it's been covered)
- 11:50:28 From Royce: Donna, we still just work with the "client"—whoever calls us in...and if they need to see more we might ask questions that invite them into a different perspective, but if not we just work where they are. Does that make sense?
- 11:53:51 From Tina Smith: I read recently a person's perspective that "uncertainty is a necessary condition for hope" - that seems to match with Glenda's comment about the Poverty as a Ptatern effort
- 11:55:01 From Royce: Great point, Tina. I love that quote...seems like lots of layers...
- 11:58:30 To All Panelists: I missed the first 5-10 minutes of the session due to my computer crashing unexpectedly - did you talk about the term wicked problem then? How do people get a sense that something might be a wicked problem?
- 11:58:50 From Tina Smith: Please say more about keeping a "light tone" in training
- 11:59:18 From Jennifer Jones-Patulli: Upcoming HSD Institute Learning Events, <https://www.hsdinstitute.org/learning-opportunities.html>
- 11:59:58 From Jennifer Jones-Patulli: All Live Virtual Workshop recordings are available on the HSD Institute website, <https://www.hsdinstitute.org/resources/resource-listing.html?resourceTypes=virtualWorkshops>
- 12:00:35 From Royce: We have a way we define wicked issue, but we don't always use the phrase without the definition...So wicked issues: don't go away—even when you think it's solved...they show up in all areas/scales of the system...they may be a part of things you've never seen before. etc.
- 12:00:38 To All Panelists: Thank you, Glenda!
- 12:00:49 To All Panelists: Thanks Royce!

12:00:50 From Donna Bivens: Thank you!  
12:00:50 From Liz Coenen: As always, thank you Glenda, Royce, Jen, - and all! This was very helpful. Take care  
12:00:51 To All Panelists: Thank you!  
12:00:52 From Seblewongel Denneque To All Panelists: thank you very much  
12:00:52 From Baseem Note 9: thank you for this interesting webinar  
12:00:55 From Ladyjohana Cadavid To All Panelists: Gracias!!  
12:01:03 From Tina Smith: Thank you always!  
12:01:04 From Janice Fingler: Thank you!!! Excited to put this into practice  
12:01:06 To All Panelists: thank you for sharing your stories  
12:01:13 From Beryl: Thanks, everyone. Be well.  
12:01:13 From Baseem Note 9: nice to see Stewart Mennin here  
12:01:15 From janemarsland: Thank you, a very informative and valuable hour.  
12:01:15 To All Panelists: Thank you Glenda and team!  
12:01:24 To All Panelists: Awesome. Thank you!  
12:01:24 From Stewart Mennin: Glad to see you in here Baseem  
12:01:28 From Oluf Nissen: Thank you!  
12:01:32 To All Panelists: Thank you!  
12:01:38 To All Panelists: Thanks for the presentation and discussion. very helpful.  
Sincerely Lucy Alexander, cape Town, South Africa