Welcome to the HSD webinar space!

You have four controls:

1 | **2** | **3** | **4**

Audio Settings | Q&A | Chat | Raise Hand
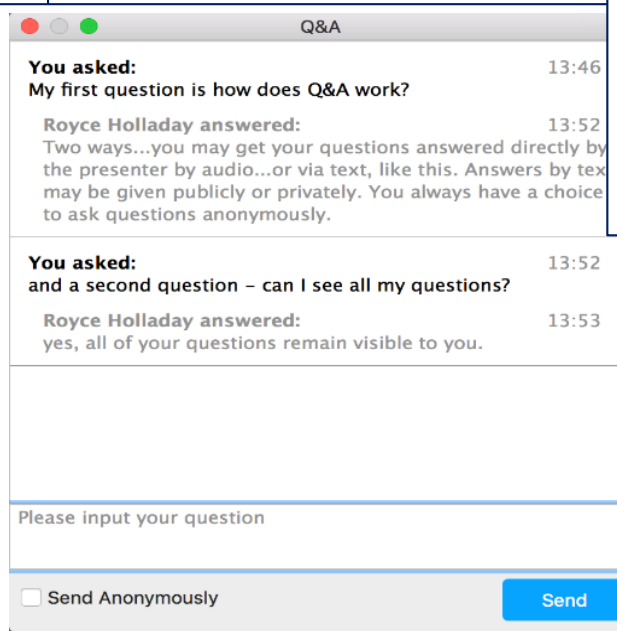
1 You can check your Audio (speaker) volume, *mics are only used by presenters, in general*
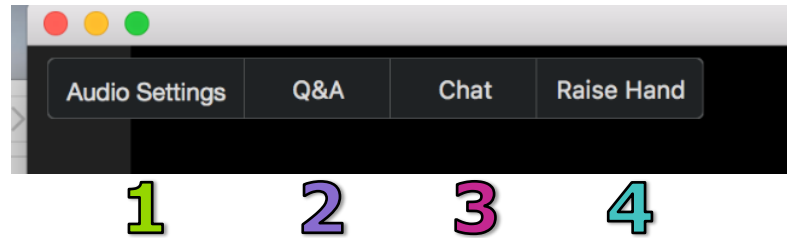
2 You can ask questions directly to the presenter or host

Q&A

You asked: 13:46
My first question is how does Q&A work?

Royce Holladay answered: 13:52
Two ways...you may get your questions answered directly by the presenter by audio...or via text, like this. Answers by text may be given publicly or privately. You always have a choice to ask questions anonymously.

You asked: 13:52
and a second question – can I see all my questions?

Royce Holladay answered: 13:53
yes, all of your questions remain visible to you.

Please input your question

☐ Send Anonymously | Send

3 You can chat with each other

To: All panelists and attendees ▾

All panelists

✓ All panelists and attendees

4 Or raise your hand!
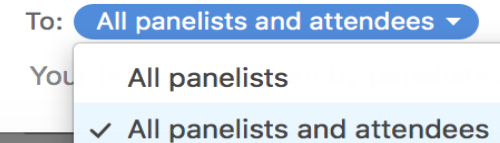
Welcome! We are glad you're here!

We want to give you a choice about your participation, so please note:

► We will record today's session to share.

► We post the recordings (and occasionally the chat content) on our website and incorporate them into training programs.

► Please engage as fully as you feel comfortable.

► You can change your display name by clicking on the dots in the upper-right corner of your screen.

Adaptive Consulting:
Stand in Inquiry to See, Understand, Influence

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Nothing is intractable.

The quest for certainty blocks the search for meaning. Uncertainty is the very condition to impel man to unfold his powers.

Erich Fromm

Today we will explore . . .

► **What?**
What is the consultant's role in a self-organizing system?
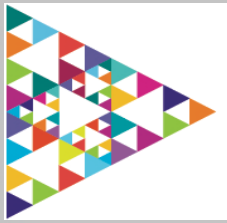
► **So what?**
So what guides our action as HSD consultants?

► **Now what?**
Now what are some stories of how it works?

WHAT is the consultants' role in a self-organizing system?

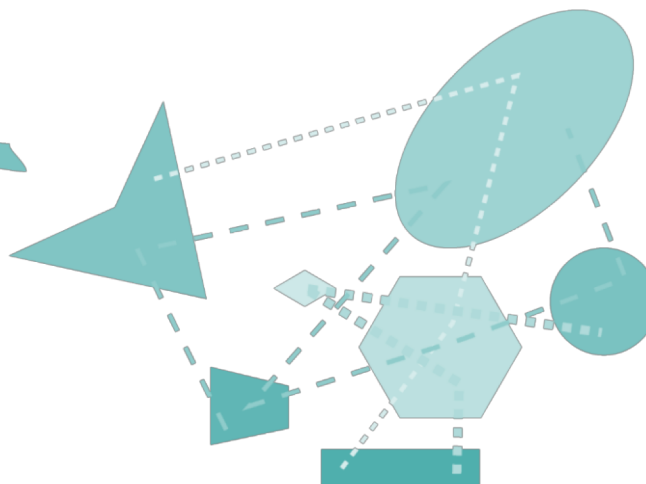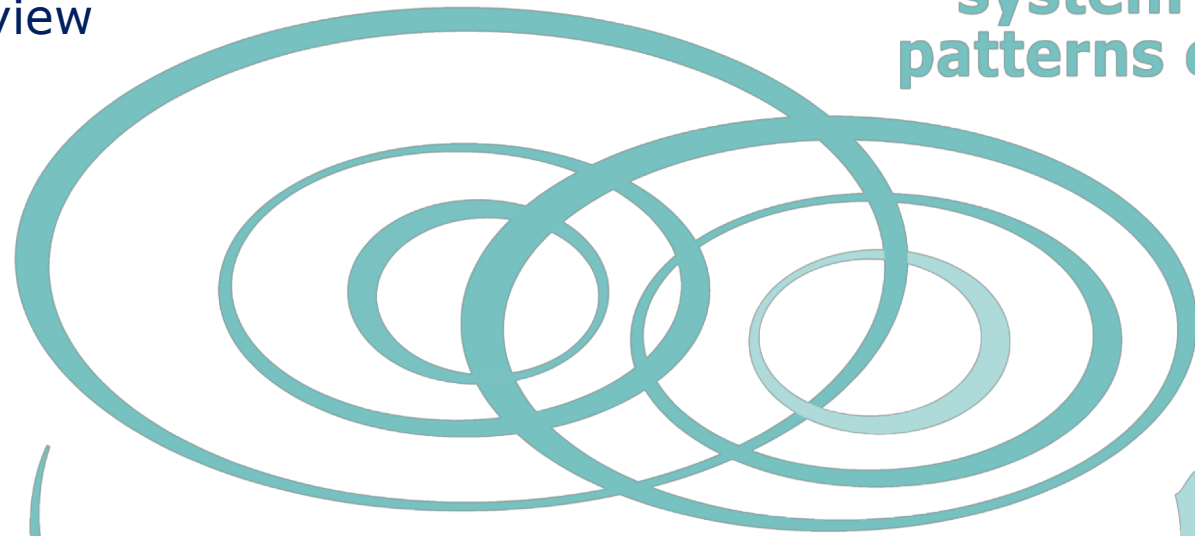# Self-Organizing System

Change is:
    Many points of view
    Unpredictable
    Uncontrollable
    At many scales

So what is a consultant to do?

system-wide patterns emerge

to influence future interactions

agents interact

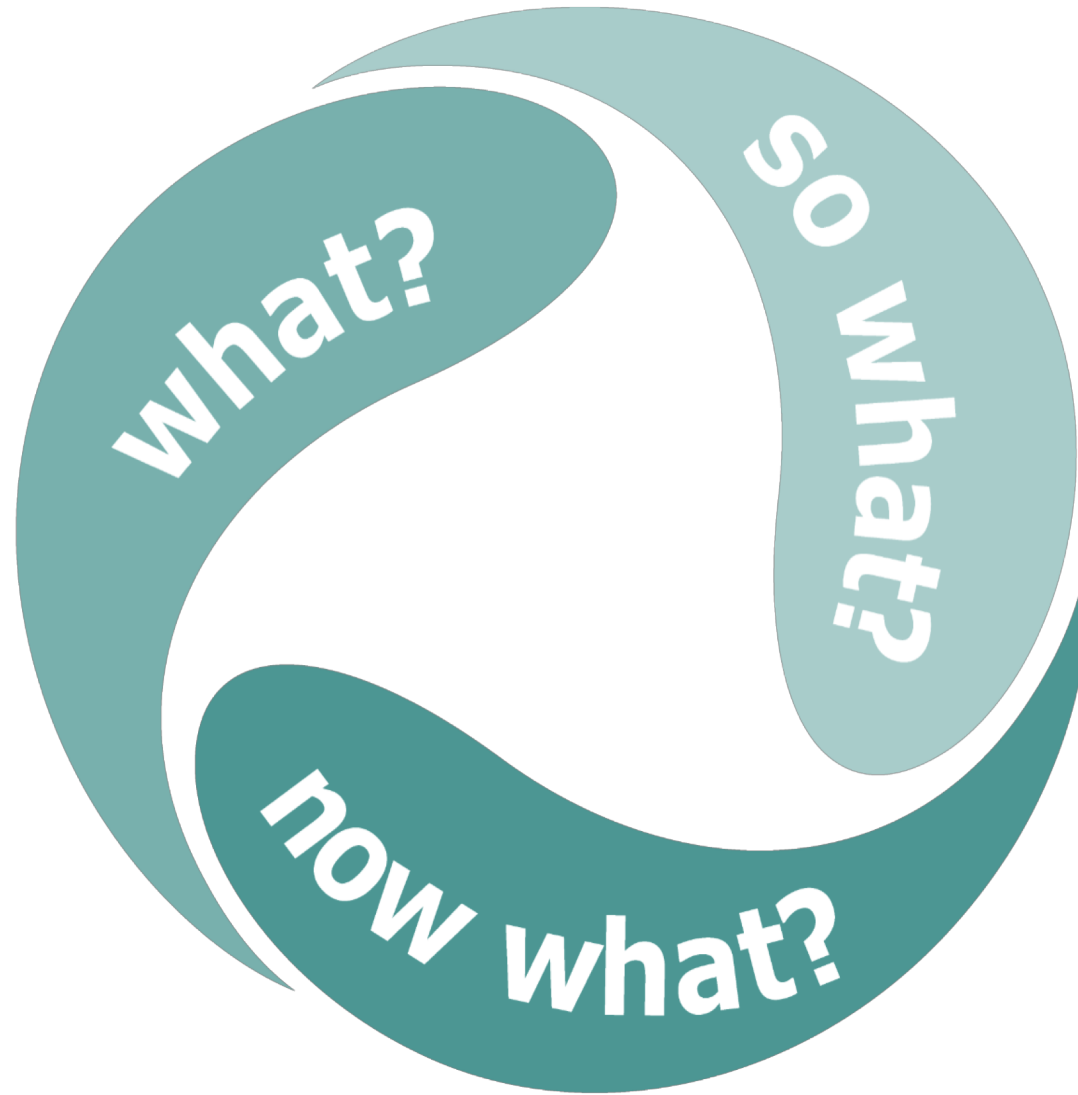# In Self-Organizing:

Answers have a short shelf-life,

but

Good questions last forever!

Consultant's Map: Adaptive Action

what?

so what?

now what?

Consultant's Map: Adaptive Action

what?

What are the current patterns (CDE)?

What is working?

What are different points of view?

What is missing?

What metaphors do they use?

What do they say about each other?

What surprises me?

What stays the same?

What changes?

What are their shared stories?

What . . . ?

Consultant's Map: Adaptive Action

So what do they say they
want?

So what do they act like they
want?

So what is their level of
urgency?

So what are expectations? Are
they reasonable?

So what are the current
tensions?

So what is movable?
Immovable?

So what are their current/past
tools? Did they work?

So what . . . ?

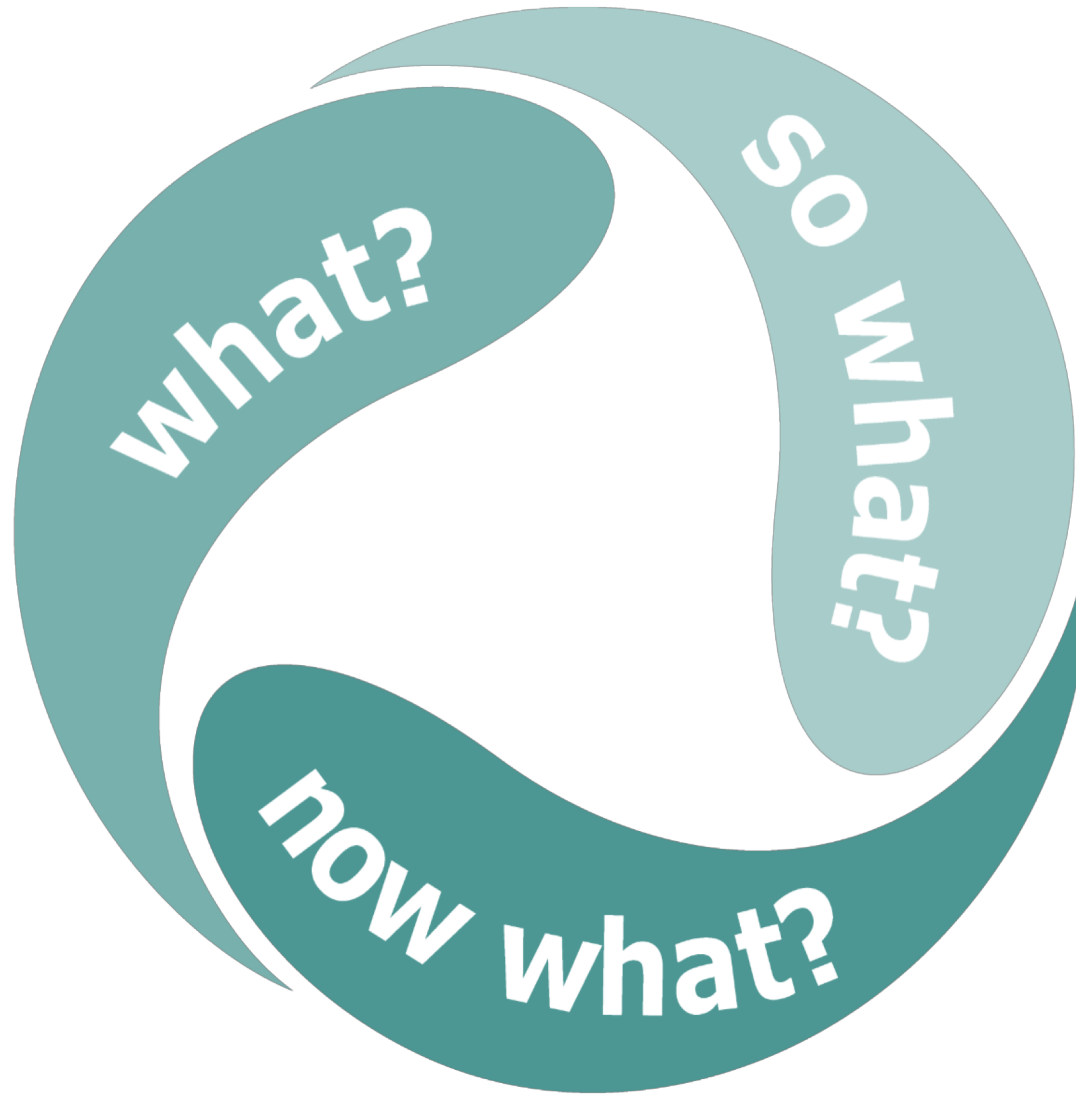So what?

Consultant's Map: Adaptive Action

Now what is the pattern to reinforce?
Now what is the next wise action?
Now what can I expect of the client? How?
Now what is their compelling story?
Now what will be a signal of success?
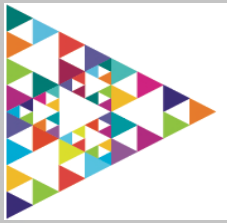Now what . . . ?

Consultant's Map: Adaptive Action

Consultant's Map: Adaptive Action

So what does that mean for:

▶ Marketing?

▶ Sales?

▶ Planning?

▶ Contracting?

▶ Client relationships?

▶ Teams?

▶ Closure?

▶ Evaluation?

▶ Success?

▶ And . . . ?

So what guides our action as HSD consultants?

HSD Simple Rules

Simple Rules:

► Influence individual behaviors

► In the context of local, immediate information
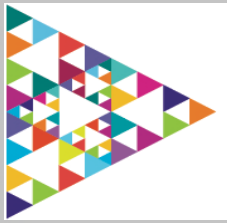
► To generate coherent system-wise patterns

HSD Consulting Patterns

Come from the HSD Simple Rules:

► Teach and learn in every interaction

► Attend to the whole, the part, and the greater whole

► Give and get value for value

► Search for the true and the useful

► Engage in joyful practice

► Share your HSD story

NOW WHAT are some stories of how it works?

If Poverty is a Pattern . . .

► WHAT?

  ► Municipal government

  ► Persistent poverty

  ► Years of investment

► SO WHAT?

  ► Maybe it is a pattern, not a problem

  ► Enthusiastic leader and group of curious

► NOW WHAT?

  ► Meet with small circle to see what's possible

  ► Train in Adaptive Action & Pattern Spotting

  ► Return for multiple cycles of AA

If Poverty is a Pattern . . .

Teach and learn in every interaction	We learned about their work They learned about each others' work
Give and get value for value	Each person/group was doing real work as the project moved along—practice and impact
Attend to the whole, the part, and the greater whole	Individuals learned, teams worked together, divisions were engaged, the organization built capacity, poverty pattern was shifted
Search for the true and the useful	Used concepts and practices from complex adaptive systems and nonlinear dynamics, but embedded them in clients' context
Engage in joyful practice	Celebration and curiosity throughout
Share your HSD story	Made resources and special support available for people who wanted to know more of the theory and wider practice

Future of Leadership . . .

► WHAT?
  ► Excellent leadership development program
  ► Focused on personal growth
► SO WHAT?
  ► Looking for systemic leadership, too
  ► Siloed organization
  ► Facing many wicked issues
► NOW WHAT?
  ► Emerging training designs over 10 years
  ► Multiple teams
  ► Building networks and adaptive capacity
  ► Shifting wicked issues along the way

Future of Leadership . . .

Teach and learn in every interaction	Designs continued to emerge as context and capacity shifted
Give and get value for value	Ongoing evaluations and adaptations Open intellectual property policy
Attend to the whole, the part, and the greater whole	Support multiple levels—executive, management, supervisory, front line Individual, team, organization, province
Search for the true and the useful	Their wicked issues drove the models and methods we shared Minimal theory; maximum practice
Engage in joyful practice	Their strategy, " Connection before content!"
Share your HSD story	Provided multiple levels of engagement from certification to one-hour keynotes at management conferences

Culture Change . . .

- ► WHAT?
  - ► Financial services company
  - ► Savvy approach to change management
- ► SO WHAT?
  - ► Proposed early in the transformation
  - ► Stayed in touch after we lost the bid
  - ► Continued to see patterns emerge over time
  - ► They were feeling stuck
- ► NOW WHAT?
  - ► Invited decision makers for a short course
  - ► Provided one-day session to "ready and willing"
  - ► We'll see!

Culture Change . . .

Teach and learn in every interaction	Learned more about their system over time Presented doses of learning fit for function
Give and get value for value	Provided resources and support even when we were not on contract
Attend to the whole, the part, and the greater whole	Individual connections, management team, industry as a whole
Search for the true and the useful	Focused on models and methods that were suited to their most wicked issues
Engage in joyful practice	Kept a light tone throughout training, even though the change was very, very serious
Share your HSD story	Invited people who wanted to know the back story to be in touch—some were!

Join us for upcoming programs:

Adaptive Action and Facilitation

Online Adaptive Action Lab
Aug 20, 21, 23
12–2 p CDT (5-7 p GMT)

Human Systems Dynamics
Professional Certification

Online Program
Aug 2019 – Jan 2020

Tips for Adaptive Action:
What Makes It Work?

Online Live Virtual Workshop
Sep 5
11 a-12 p CDT (4-5 p GMT)

Stand in Inquiry with Clients:
HSD and Consulting

Online Adaptive Action Lab
Sep 24, 25, 27
12–2 p CDT (5-7 p GMT)

Human Systems Dynamics
Professional Certification

Roffey Park, UK
Face-to-face Dec 9 – 13 and
Online Dec 2019 – Apr 2020

Other Learning Opportunities at
www.HSDInstitute.org

thank you!