

Live Virtual Workshop | Prepare for 2022 and Hold Your Plans Lightly Chat Transcript 02DEC21

- 12:05:15 Barbara Capps: Hello from Umpqua, OR. I hear the geese that are flying up river!
- 12:06:24 Olga Yiannakis: Olga from Cape Town, South Africa
- 12:06:30 Melissa Kessler: Melissa Kessler, living in Washington, DC
- 12:06:31 Robin Athey: Robin, near Boulder, Colorado, US
- 12:06:39 April Schnell: April Schnell from Minnesota USA...wonderful to be with you all!
- 12:06:39 Sophie C: Sophie from London - great to be here
- 12:06:56 Eileen: I'm from Calgary, Alberta in Canada. Just had fresh snow overnight.
- 12:08:30 Royce Holladay (she, her)👩: I love to see the variety of folks who join us here at this monthly meetings...Some I know and some I want to know better!
- 12:09:19 Charles Lee: In complex systems, the learning is just as important as the outcome...
- 12:10:06 Royce Holladay (she, her)👩: Love that, Charles...thanks for sharing it...and it makes me think of what we can learn as we plan for an uncertain future...
- 12:10:10 Bridget Kelly: I have a friend whose main life tag line is "a plan to deviate from".
- 12:12:41 Sophie C: Gives you something to start from
- 12:12:43 Mary Nations: gives you something to do instead of fret
- 12:12:47 Heather Oxman: organize resources that you have
- 12:12:47 Eileen: gives a signal to others, is a declaration of future
- 12:12:49 Michelle Molina (she/her): direction
- 12:12:50 Kerry Priest: Provides options
- 12:12:54 Andrew Bagnall, London: Gives others confidence there is some structure
- 12:12:55 Tamela Handie: The after party!
- 12:12:55 Bridget Kelly: Gives you a ritual
- 12:12:55 April Schnell: risk management for potential problems
- 12:12:56 Charles Lee: A good plan feels like a sweater or armour?

- 12:12:59 Laura Williams: gives me a heads up to what's important to folks—what to watch for/signals for change as well
- 12:12:59 Cathy Toll (she, her): It's like learning classical music before becoming a jazz improviser. Gives one a foundation to veer from.
- 12:13:02 Robin Athey: It offers greater coherence and sense of purpose - in a life where there are so many options
- 12:13:07 Janice Fingler: Helps to situate
- 12:13:08 Sophie C: Can use it to look at multiple scenarios and actually be creative with it
- 12:13:25 Melissa Kessler: The process of thinking something through helps you prep even if what happens isn't exactly what you thought would happen
- 12:13:53 Robin Athey: It allows us to resource (ground) - so that we have more energy
- 12:14:03 Janice Jaguszewski (she/her): +1 Melissa -- planning allows deep thinking
- 12:14:05 Mary Nations: you can flex from a plan easier than from nothing
- 12:14:26 April Schnell: Love thinking of Glenda of having control geek days 😊
- 12:15:01 Laura Williams: LOL..@April, me too.:-)
- 12:15:06 Royce Holladay (she, her)👩: That planning/surprise thing is the way Glenda and I are most different. I love surprises and adventures.
- 12:15:23 Bridget Kelly: Can codify dynamics that you are hoping to (or may later need to) shift
- 12:15:30 Bridget Kelly: *that
- 12:15:33 Robin Athey: can feel less thrilling ;)
- 12:15:33 Janice Jaguszewski (she/her): Can lose track of the goal when focusing on the plan
- 12:15:36 Eileen: spontaneity
- 12:15:38 Ronda Zakocs: Love your darling and don't want to shift as conditions change
- 12:15:39 Laura Williams: confusing communication to others when you need to shift a plan and they feel they are counting on it
- 12:15:53 Kerry Priest: Can't get agreement on the plan and it fizzles out
- 12:16:05 Olga Yiannakis: Over commitment to the plan - & not to adapting to what's really needed
- 12:16:19 Sanket: frustrations when something does not go along like the plan

- 12:16:45 Royce Holladay (she, her)👤: Managing expectations.
- 12:18:06 Andrew Bagnall, London: Hold your plan lightly
- 12:18:27 Tamela Handie: I enjoy the benefit of not knowing and still anticipating all the delicious things to come.
- 12:19:08 Royce Holladay (she, her)👤: [Landscape Diagram](#)
- 12:19:28 Charles Lee: Something to be said for clarifying purpose and intent - higher level vision and system patterns. Planning prepares the soil.
- 12:21:00 Royce Holladay (she, her)👤: Fit for function - [Finding Fit for Function: The Tension in Complexity](#)
- 12:22:02 Eileen: thanks for grounding the discussion today in the landscape diagram. it brings fwd that "stable" isn't necessarily positive. A client has a very stable leadership which is dysfunctional
- 12:24:29 Faye Anderson: Agree, Eileen.
- 12:26:10 Laura Williams: I think about it as a good group communication tool as well—where do you see x project? where do we need or want it to be? where do you prefer to live or like to lean? Your example of Julia's comment can free a team up to see all zones are needed and useful and yet how to communicate across those in a team...
- 12:26:27 April Schnell: Not only identifying where you are now, but where you want to be. One can steer for what zone he/she wants to function in long term...are you a person who values tradition and wants to hold the wheel steady? are you person who wants values innovation and wants to lead change?
- 12:27:02 Maria-Elena Daynes: Planning helps me consider multiple possibilities and anticipate action based on those and then let go of the plan while having action options ready to go as needed
- 12:27:25 Royce Holladay (she, her)👤: April, what a good way for a career educator to use the Landscape....
- 12:28:07 Cathy Toll (she, her): I have been feeling anxious because my attempts to "lock in" my sabbatical research keep getting disrupted due to the duress that educators are experiencing. The LD reminds me that it is not all unstable; I have some sites secured and plans in place. And it reminds me to live in possibility about what will happen rather than seek stability in all aspects.
- 12:33:01 Charles Lee: Will be joining another call. Be well, everyone!
- 12:33:29 Janice Fingler: American football - stop start, scripted, longer pauses than action!

- 12:34:28 Bridget Kelly: It works really well if you are also good at adapting, since the defense doesn't agree to enable the play you chose to run...
- 12:34:46 Janice Jaguszewski (she/her): Roles and responsibilities are clearly defined
- 12:34:51 Eileen: Each team wears a different colour, the game goes on in any weather
- 12:35:14 Mary Nations: preparation is important
- 12:35:31 Eileen: the team is bigger than any people on the field
- 12:35:35 Faye Anderson: Extrapolate based upon studying video of past plays....
- 12:35:36 Kerry Priest: Reminds me too of how we often approach academic trajectories (e.g., tenure & promotion process)
- 12:35:57 Bridget Kelly: I wonder what a comparison of planning mindsets between offensive coordinators and defensive coordinators would surface
- 12:36:14 Royce Holladay (she, her)👩: "Calling audibles" Team members agree before hand what the audibles mean
- 12:36:25 Emma Pearson: I am wondering... is it interesting, exciting, for the audience? (Being a bit of a Rugby aficionada, myself...)
- 12:37:10 Tamela Handie: It's nice to have options in stability...throw or kick.
- 12:37:17 Kerry Priest: Feelings of "loss" if we don't "win" ... maybe if you have a great coach you focus on the "learning" ... but stakes are high to "win" in this model ...
- 12:37:41 Robin Athey: This has me reflecting on how many people gravitate towards football. I hadn't considered football in this way - and might it make so much sense that - in a world that can feel overwhelming - even watching football might offer a sense of stability? Surprise comes in just the right 'dose'? With a lot of structure and rules.
- 12:38:00 Heather Oxman: Finite games are useful when you want to do quick changes that you control. When it doesn't matter if someone else loses - relationships are not paramount... with the other side.
- 12:38:20 Bridget Kelly: @Emma it seems most interesting when either a play is executed beautifully according to plan or when the plan is interrupted by great defense and unexpected things happen
- 12:40:09 Royce Holladay (she, her)👩: Robin, I like that insight...interesting
- 12:40:23 April Schnell: Metaphor feels so timely with the "Lasso Way" from Ted Lasso show being so popular right now

- 12:41:06 Melissa Kessler: I feel like boundaries being clear and opponents being known is more stable than the world today...
- 12:41:23 Royce Holladay (she, her)👩: Good point, Melissa.
- 12:41:53 Laura Williams: Any chance you've been watching Ted Lasso? It's been fun to watch with an HSD lens—how the lead character influences pattern shifts (tie in—it's a US football coach tapped to become a soccer coach in the UK)
- 12:41:58 Cathy Toll (she, her): I never imagined that my love for "Ted Lasso" (TV program about soccer and kindness) would help me understand HSDI!
- 12:42:01 Tamela Handie: I don't know what the coach (leader) does...happens often in my organization.
- 12:42:13 Bridget Kelly: The coaches are also doing similar things — calling planned plays, deciding on substitutions, picking up on what the patterns of the opponent are and shifting strategy
- 12:42:20 Cathy Toll (she, her): Hah! Laura, GMTI
- 12:42:20 Robin Athey: This reminds me of a post that Otto Scharmer wrote after the Worldcup Germany vs Brazil game in 2014 [Beijing, Brazil, 7-1: Awareness Shift in Soccer, Society](#)
- 12:43:00 Janice Fingler: Focus on Time and space constraints/scale are different. American football has intermediate goals (each down) and time constraints to execute, and they need to adapt within those based on what the response of the other team is to their execution plan
- 12:43:28 Laura Williams: @Cathy, It's great, isn't it?
- 12:43:44 Emma Pearson: My sense is that in "soccer", coach does their work in training, and in planning the make up of the team for the season or game; the team captain manages everything during the game.
- 12:43:53 Faye Anderson: Love these as planning metaphors...
- 12:44:04 Eileen: Gonna have to watch Ted Lasso!
- 12:44:11 Laura Williams: If you think of the Richmond Football team as a CAS—how he's influencing patterns on the team without controlling them.
- 12:44:25 Bridget Kelly: Ted Lasso also emphasizes the human element — perfect for HSD!!
- 12:44:27 Andrew Bagnall, London: The teams I work with need to plan more for the emergent
- 12:44:49 Kerry Priest: Makes me wonder - do I want to be the goalie?? Or are we all goalies?

- 12:45:04 Janice Fingler: Interesting how each game has shifted to have referees supported by video replay/reviews.
- 12:45:11 Royce Holladay (she, her)👤: Good question, Kerry...and are we all quarterbacks?
- 12:45:17 Cathy Toll (she, her): To continue the references from popular culture: If anyone has seen the Peter Jackson Beatles series, Get Back, it is really about working with emergence.
- 12:45:44 Royce Holladay (she, her)👤: I haven't seen it @CT, but I intend to.
- 12:46:37 Royce Holladay (she, her)👤: I think about the different personalities of each of the Beatles...Lots of emergent patterns over the years they were together—and even since.
- 12:46:50 Bridget Kelly: I am wondering about how each of these examples are finite games within more infinite games — from the league which can't succeed without teams who win AND who lose to the society that these games reflect and that draws on these games for its culture and identity and coping
- 12:47:21 Janice Fingler: ahh - that is the playground of geologists!
- 12:47:37 Laura Williams: Interesting, Bridget!
- 12:48:16 Janice Jaguszewski (she/her): Trust is such a critical element in all of these examples... in yourself, in others
- 12:48:27 Royce Holladay (she, her)👤: @Bridget...I think it was you who mentioned fractals a bit ago, right? Kinda what you are describing...These patterns show up similarly across the system at different scales—and are more or less useful in these times.
- 12:49:35 Kerry Priest: The "people are alone and connected" is a powerful statement ...
- 12:50:16 Royce Holladay (she, her)👤: @Janice—the referee use of video—seeking more stability and control in a game that has lots of unpredictability in it....I need to think more about this.
- 12:50:18 Tamela Handie: The instability makes me think of privilege.
- 12:50:40 Janice Fingler: Feedback and learning loop cycle and scale depends on the ruggedness of the terrain that is experienced/perceived individually and collectively.
- 12:50:45 Tamela Handie: I intended to say privilege involved in the mountain climbing stage.
- 12:51:06 Bridget Kelly: @Tamela — that has me thinking of the quality of the equipment and your access to it as a factor

- 12:51:10 Royce Holladay (she, her)👩: @Kerry, interesting...Lots of what we are hearing about people in / out of lockdown, right?
- 12:51:26 Janice Fingler: Important to consider our energy state - current, evolving, emerging
- 12:51:40 Robin Athey: Leaving too prep for a client. Look forward to watching the recording. Thank you Glenda, Royce, all your reflections!
- 12:51:41 April Schnell: @ Tamela: quality of mentorship and training, amount of access to experience
- 12:52:26 Tamela Handie: I agree Bridget and April. Hadn't thought of the privilege I experience here.
- 12:53:36 Mary Nations: focus on assessing situation and ability moment by moment
- 12:53:59 Tamela Handie: It's amazing the amount of stability I now have by simply moving from one floor to the next. Same organization, same building but different balance.
- 12:54:42 Laura Williams: @Tamela—do you think privilege is a stronger factor in unstable space (mountain climbing)?
- 12:55:13 Bridget Kelly: @Tamela you have helped me set the 'next wise action' of finding ways for planning to better take into account differentials in privilege, power, agency, stability within a system...
- 12:55:29 Janice Fingler: If the mission needs to be aborted, planning for that transition matters too to make it an infinite game as pivots are required.
- 12:55:46 Bridget Kelly: Hopefully first to survive, secondary to summit!
- 12:55:47 Royce Holladay (she, her)👩: Great point, Janice.
- 12:55:48 Tamela Handie: My quick answer would be yes @ Bridget. I'm going to think on that deeply.
- 12:56:11 Janice Fingler: Summit <-> Survive, and thriving inbetween
- 12:56:52 Cathy Toll (she, her): Summit feels like too great a demand for many, myself included, right now. Many of us are just clinging to the side of the mountain and trying not to fall!
- 12:56:55 Royce Holladay (she, her)👩: There's the summit, and there's the coming back down safely..surviving the whole trip, right?\
- 12:57:22 Tamela Handie: That's wonderful @Bridget. You've helped me to think about my own privilege. I often recognize the privilege of others but rarely acknowledge the pattern of my own.
- 12:57:41 Royce Holladay (she, her)👩: @CT. Maybe it's about getting to the next "camp" right...catch your breath, get a rest, stoke up for the next move.

12:58:19 Bridget Kelly: How can planning now help you be ready to decide in a future moment whether to pursue the summit or to abandon it in order to survive/thrive?

12:58:22 Emma Pearson: Glenda said that Trust and (something else) were important in all three... did anyone catch the "something else"?

12:58:23 Tamela Handie: Perhaps I don't think of it as privilege but as something that I've earned. Does that matter? Is privilege still privilege regardless of how it's acquired?

12:59:01 Bridget Kelly: @Tamela I am putting that in the 'back pocket' for daily inquiry...

12:59:02 Royce Holladay (she, her)👩: @Emma. she mentioned zoom in and zoom out...what else might be other somethings?

12:59:19 Emma Pearson: Yes - that was it - thanks @Bridget

12:59:19 Tamela Handie: Wonderful @Bridget!

12:59:33 Andrew Bagnall, London: Royce hi please me an invite, thanks

12:59:34 Faye Anderson: trust and multiple scales, I think it was...

12:59:36 Laura Williams: @Tamela—great and thought-provoking question...

12:59:58 Royce Holladay (she, her)👩: Wil do, Andrew, what's your email address...send privately if you prefer

13:00:12 Ronda Zakocs: Thank you!

13:00:17 Faye Anderson: Thanks so much, this was fascinating!

13:00:24 Sanket: Thank you!!!!

13:00:25 Janice Fingler: Thank you !

13:00:32 Andrew Bagnall, London: Acb4@live.co.uk

13:00:33 Tamela Handie: Thank you. Enjoyed the session!

13:00:43 Andrew Bagnall, London: Amazing thanks so much

13:00:51 Maria-Elena Daynes: Thank you! Really great session!

13:00:53 Olga Yiannakis: Thank you, all

13:00:59 Cathy Toll (she, her): Thank you.

13:01:03 April Schnell: Thank you Glenda and Royce!