



Prepare for 2022
Hold your plans lightly!

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Nothing is intractable.



HSD Vision

People everywhere thrive because we see patterns clearly, seek to understand, and act with courage to transform turbulence and uncertainty into possibility for all.

HSD Simple Rules

- ▶ Stand in inquiry
 - ▶ Turn judgment into curiosity
 - ▶ Turn conflict into shared exploration
 - ▶ Turn defensiveness into self-reflection
 - ▶ Turn assumptions into questions
- ▶ Find the energy in difference
- ▶ Zoom in and zoom out
- ▶ Connect through stories and impacts
- ▶ Search for the true and useful
- ▶ Celebrate life



Today we will explore:

- ▶ WHAT are risks and benefits of planning for 2022?
- ▶ SO WHAT helps you plan for uncertainty?
- ▶ NOW WHAT will you do prepare for the unknowable in 2022?



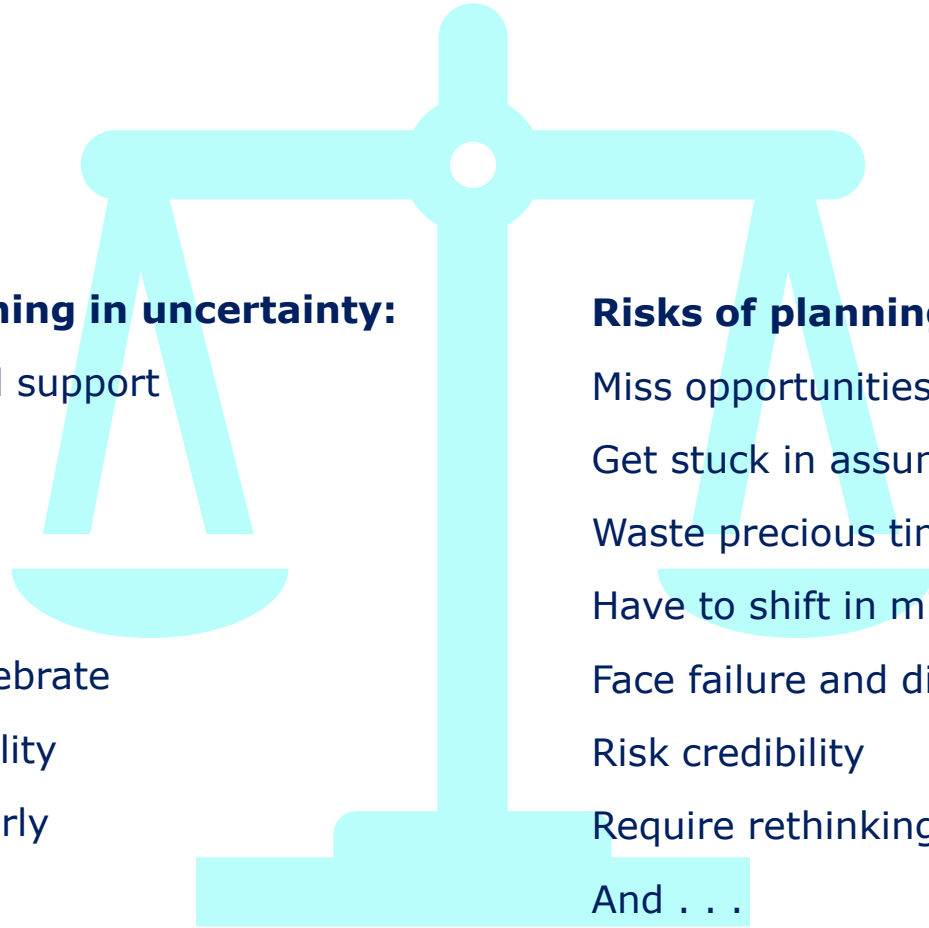


WHAT are risks and benefits of planning for 2022?



Benefits of planning in uncertainty:

Get alignment and support
Reduce stress
Allocate resources
Prioritize
Anticipate and celebrate
Ensure accountability
Communicate clearly
And . . .



Risks of planning in uncertainty:

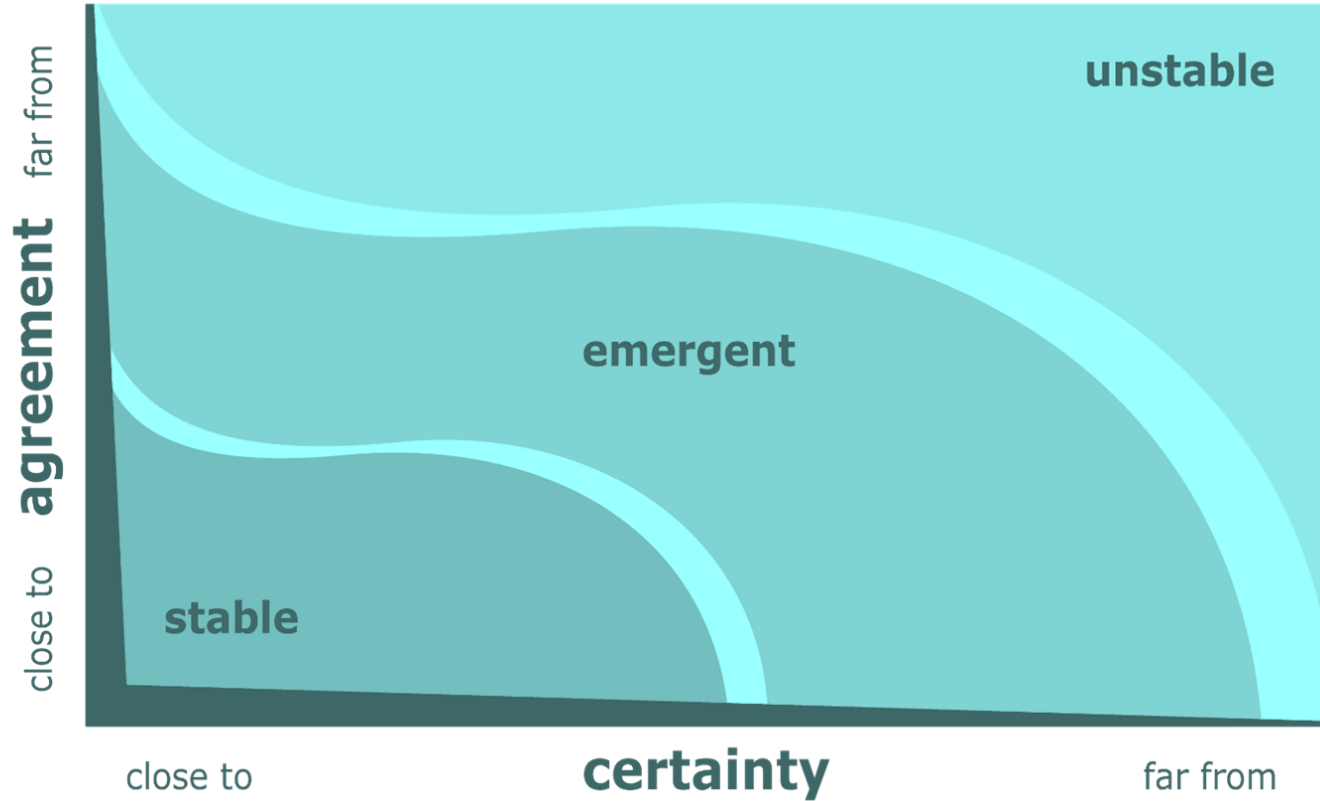
Miss opportunities
Get stuck in assumptions
Waste precious time
Have to shift in mid-stream
Face failure and disappointment
Risk credibility
Require rethinking and re-work
And . . .



SO WHAT helps you
plan for uncertainty?



What is fit for function?







Plan for Stable: American Football

- ▶ The boundaries are clear
- ▶ The opponents are known
- ▶ You can scout and see what challenges lie ahead
- ▶ You know where you are and where you want to go
- ▶ Focus is on the line of scrimmage
- ▶ Everyone knows their place
- ▶ The quarterback is “in charge”
- ▶ The clock stops while you get ready
- ▶ Progress is measured constantly
- ▶ You have an option to throw or kick, but your team needs to know it is coming
- ▶ Referee sees and signals errors
- ▶ The whole team is punished together
- ▶ The coach “sends in plays” from the sidelines
- ▶ Cheerleaders keep themselves and others distracted
- ▶ Players wear pads because it hurts
- ▶ Purpose: To win
- ▶ And . . .







Plan for Emergent: World Football

- ▶ The boundaries are clear
- ▶ The opponents are known
- ▶ You can scout and see what challenges lie ahead
- ▶ Everyone agrees on a general direction
- ▶ Each person plays their position
- ▶ Focus is on the goal and the field
- ▶ The goalie is the last resort
- ▶ The clock keeps running
- ▶ Progress must track the people and the ball
- ▶ You have lots of options, and only the one with the ball knows what's next
- ▶ Referee sees and signals errors
- ▶ Individuals are punished, but the team is affected
- ▶ I don't know what the coach does
- ▶ Each one focuses on the whole and the parts
- ▶ Players wear shin guards and knee pads because that's where generally contact happens
- ▶ Purpose: To win
- ▶ And . . .







Plan for Unstable: Mountain Climbing

- ▶ The boundaries are constantly changing
- ▶ You compete with yourself
- ▶ Rules are broad norms for getting things done
- ▶ You can know the terrain, but conditions can surprise you
- ▶ There are many paths to the peak, and they shift often
- ▶ People are alone and connected
- ▶ Focus is on this handhold and the next and the summit
- ▶ The risk is life and death
- ▶ Time is a major factor—and it is variable
- ▶ Progress depends on every decision and every move
- ▶ You have a few good options, and each one pre-determines the next
- ▶ Gravity is the only referee
- ▶ Skill is individual, but the risk is shared
- ▶ Experience helps, but it is no guarantee
- ▶ Each one focuses on the whole, the parts, and the context
- ▶ Purpose: To summit and survive
- ▶ And . . .



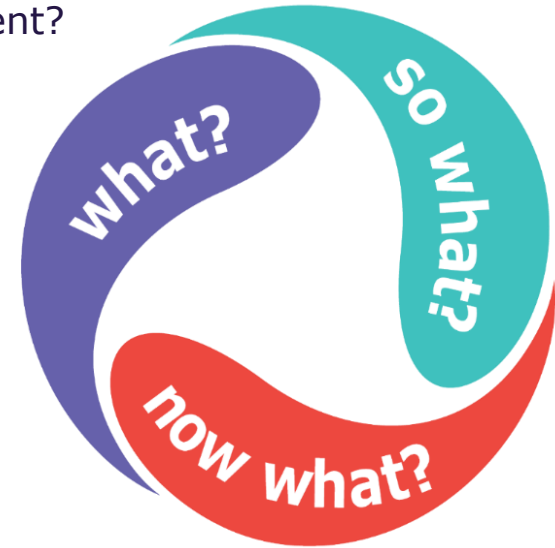


NOW WHAT will
prepare you for 2022?



Adaptive Action!

- ▶ **WHAT?**
 - ▷ What are the levels of uncertainty and agreement?
 - ▷ What are priorities?
 - ▷ What are interdependencies?
- ▶ **SO WHAT?**
 - ▷ So what voices are missing?
 - ▷ So what does action look like?
 - ▷ So what is possible?
 - ▷ So what are risks and benefits?
 - ▷ So what can you explain and to whom?
- ▶ **NOW WHAT?**
 - ▷ Now what kind of game are you playing?
 - ▷ Now what is your next wise action?
 - ▷ Now what do you need to communicate?
 - ▷ Now what do you need to measure?
 - ▷ Now what will you look for in the next WHAT?





Learn more about HSD . . .

- ▶ Models and Methods:
<https://www.hsdinstitute.org/resources.html>
- ▶ Power of Questions—daily practice
Inquiry IS the Answer
<https://bit.ly/HSDINQ>
- ▶ Theory and Practice:
Adaptive Action: Leveraging Uncertainty in Your Organization (Eoyang & Holladay, 2013)
- ▶ Applications to wicked issues:
Live Virtual Workshops (free every month)
Online Adaptive Action Labs (monthly)
<https://www.hsdinstitute.org/learning-opportunities.html>
- ▶ Sign-up online for blogs and announcements
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