

11:58:26 From Glenda Eoyang : Glenda 'm in rainy circle pines today--
home sweet home.

11:58:46 From Royce Holladay : @MaryT you are right...it's a bit chilly
and pretty damp!

11:59:21 From Mary Nations : Please choose "all panelists and
attendees" so that your comments can be enjoyed by all! (this is not
the default, you need to select it)

11:59:25 From Aimee : Aimee, and I am joining from Iowa.

11:59:43 From sara : Sara in the uk

11:59:45 From Ingo Holzinger : Ingo from Toronto... hello again, Glenda
and all.

11:59:46 From Elena Mauro : Hi, Elena from a very dump&rainy Milan....

11:59:54 From Griff Griffiths : Griff. London. Rain.

11:59:55 From Mary Nations : I'm in Raleigh where spring is springing

12:00:14 From leah.mctaggart : Hi - Leah checking in from London
(rainy here too - quite a pattern!)

12:00:43 From Liz Coenen : Hello everyone! I'm joining today from
Cottage Grove, Minnesota.

12:01:00 From John N Murray : John Murray here, hello from St. Paul,
MN! Glad to join today

12:01:02 From emmapearson : Emma Pearson checking in from near Geneva...
wet & wild weather!

12:01:24 From Jessica Borich : Hello everyone - Jessica from
Vancouver, British Columbia (Canada).

12:02:08 From Nenad Maljković : Checking in from Zagreb, Croatia :)

12:02:21 From Olga Yiannakis : Hello All! Olga from Cape Town, South
Africa

12:03:01 From Yianna Vovides : Hi All, coming to you from Larnaca,
Cyprus.

12:03:22 From François to All panelists : Hi all from rainy
Switzerland

12:03:39 From Mary Nations : welcome all!

12:06:08 From Yianna Vovides : THANKS!

12:10:23 From Royce Holladay : You can also see how people in an
organization decided they each need to be "the best." The individual
tension to be the best creates competition for attention, for
resources, for success...And the patterns related to that competition
dominate other patterns in the system.

12:11:14 From Mary Nations : we have doubled in number here since I
last sent this, so, for those that have recently joined: Please choose
"all panelists and attendees" so that your comments can be enjoyed by
all! (this is not the default, you need to select it) Note: the chat
that is shared is only that which is shared to all present, if you
send us something via "all panelists" only it is not included with the
recording.

12:12:33 From Svetlana Larina : Thank you Royce!

12:13:00 From Apendix.Global : Hi all. Fernando Murray, from Nelson,
British Columbia (Canada). Glad to be here learning..:)

12:13:33 From Royce Holladay : It's funny to me that no matter how

many times I hear anyone talk about all this "background", it still helps me see more in my systems...

12:13:44 From Monica Leon : Hello Fernando, Monica (NZ here)

12:14:02 From Apendix.Global : Hello Monica!!

12:14:47 From Fouad Mimouni : This is Fouad

12:15:57 From Mary Nations : welcome all just joining - good to see so many from different places

12:16:57 From Svetlana Larina to All panelists : to be honest it's came to me via Facebook ;)

12:17:01 From Randi Fiat : Hi All.

12:17:54 From Abby Goodwin to All panelists : For someone who wants to be the best and has no ethical concerns about unintended consequences, newtonian logic can be a really effective tool.

12:18:01 From Mary Nations to Randi Fiat, All Panelists : hey Randi - it has been a long time!

12:19:35 From Royce Holladay to Cijaye DePradine, All Panelists : Can you share that with the whole group? It's wonderful

12:19:56 From Randi Fiat : Delighted to be here. And hearing Glenda present HSD is like a breath of spring air. (from Chicago). It is so clear and simple.

12:20:03 From Randi Fiat : Perfectly articulated.

I totally agree Royce and there is so much poetic beauty in knowing that!

12:21:19 From Cijaye DePradine : To explain: As simply as I can, when I think of poetry - I think of both known and unknown cadences or structures. Usually one or the other - but not always. And yet, we accept that poetry itself is a fluid art that unfolds for the poet or reader as they experience it.

That is so beautiful to me. Organizations flow the same way.

12:22:13 From Svetlana Larina : I do not stop thinking that time can be both a container and a difference

12:23:14 From Allison Titcomb : Recalling the Magic 21-- brings optimism and hope when you realize that you don't have to try to change everything at once.

12:23:36 From Mary Nations : and an exchange, Svetlana?

12:23:55 From Sarah Bond : Great to be reminded about use of CDE to observe, make meaning and intervene. Coming back to HSD after exploring Gestalt I am loving seeing the similarities between these different ways of understanding organisations - and there are differences too :)

12:24:06 From Mary Nations : my childhood self talking to my adult self across time...

12:24:49 From Svetlana Larina : Feeling like yes, Mary)

12:25:45 From Royce Holladay : @Sarah Bond, I agree...I used Gestalt in my counseling work and then felt Like I had found a way to make that work actionable when I began using pattern logic.

12:25:47 From Wendy Morris : I'm thinking about the images on this slide deck

The first slide -a full field of purple flowers with the land acknowledgement

The current slide is a close of a pink flower
Container – a field and a single flower
Different – color, scale
Exchanges – the exchange between your words and each image...
Lovely

12:26:24 From Liz Coenen : Yes! I agree – HSD has opened up so many opportunities to create healthy and loving family patters! And, yes to all of the above as well:)

12:26:30 From Royce Holladay : Lovely @Wendy

12:27:32 From Royce Holladay : Liz, there is sometimes a point when one or the other of my grown daughters will say to me, “Are you HSD-ing this?” It’s a hoot.

12:28:36 From Liz Coenen : Ha! Love that Royce:) I just noticed that I wrote patters instead of patterns. Fun to be reminded of the patterns of humor created in Gilbert and Sullivan’s comedic music.

12:29:13 From Royce Holladay : I like the image that you cannot negotiate across two separate containers. Only when you can get them into one container can you negotiate effectively...shared visions or shared perspectives or something, that transcends their differences.

12:29:30 From Royce Holladay : @Liz...right.

12:31:12 From Royce Holladay : Great insight, @Stacy...consider how many millions of differences might exist in a system...But there are some that get prioritized...and those generate the tension==positive tension or destructive tension ...either matters.

12:32:05 From Cijaye DePradine : autocatalytic mutualism! I love it!

12:32:42 From Mary Nations : so an inspiring mission can be a positive tension within an organization – oh, I see!

12:33:14 From Cijaye DePradine : scaffolding!

12:34:10 From Royce Holladay : Thanks for the example, Mary. Helpful.

12:34:50 From Royce Holladay : What a phrase, @Cijaye...autocatalytic mutualism...I am going to remember that.

12:35:37 From Debbie Morris : a community charette to decide something important is a nice example of c d and e

12:35:38 From Cijaye DePradine : This is so fantastic to view things through this lens Glenda! I have been learning under Dave Snowden (Cognitive Edge) for the last 1.5 years and adding your view and visuals to this knowledge base – gives me language to humanize it all!!! (It is very scientific language).

12:36:59 From katewebster : committees, proposal partnerships with other consultants, formal/informal networks of independent practitioners

12:38:20 From Cijaye DePradine : Example: in new Agile environments when the agents have existing containers with their direct leaders – and are now asked to self organize with teams and win or lose as a team (new container) they really have to lean into that adaptive action BIG TIME!

12:38:33 From Cijaye DePradine : Yet it is not taught by all agilists!

12:38:39 From Cijaye DePradine : WOW! Mind blown!

12:39:23 From Royce Holladay : @Debbie, i like your comment about community charrettes...container of containers that bring lots of

differences / tensions together. Improved designs, right?

12:39:24 From Cijaye DePradine : I see this as a HUGE gap in Agile environments – especially new transformations to Agile.

12:39:37 From katewebster : @cijay... great example... and not just present in agile world!

12:40:13 From Cijaye DePradine : Thank you Glenda (re: this poetry recall comment). <3

12:40:30 From Mary Nations : that is great, Cijaye! could you say more about autocatalytic mutualism and how you saw it here?

12:40:31 From Royce Holladay : Interesting perspective about Agile. @cijaye

12:41:13 From Royce Holladay : that's what poetry does for me, as well as other kinds of art...touches a tension in me that draws me in.

12:41:15 From katewebster : thinking about temperature differences leading to wind, and then the difference needed to manage a summer breeze and a hurricane

12:41:33 From Heather Oxman : is that why cause related activism creates movements?

12:41:34 From Royce Holladay : @katewebster...good example.

12:42:56 From Royce Holladay : Fouad...absolutely...Container—the disease and its impacts, Differences—sick or healthy, where we live, impact, information we get about the disease,...Exchanges...how we share info, how we transmit the disease, how we find the treatments that will help us stay/get healthy...right...

12:43:46 From Cijaye DePradine : Sure: I cannot take credit for the term, I first learned it from the book Design Unbound.

My simplest definition is: when 2 unique agents or even systems come together and form a mutually beneficial outcome or even a new system – this is AM.

Examples from the book are hummingbirds spreading pollen to maintain the growth of the floral community, coral reefs and algae, snowflakes forming from water and temperature.

12:44:17 From Royce Holladay : @ Heather...sure...the focused differences named by the activist touches (or does not touch). the tension with some particular call to action.

12:45:22 From Cijaye DePradine : This makes me curious if those with fixed mindsets struggle with differences (ie: need all the flowers to be the same – to feel unified and harmonious with the bunch) and if growth mindset folks embrace the various flowers and see more beauty in variety!

12:46:02 From Jen Berg : I'm still back with @Kate and temperature difference... when there's too much of the same there's a stillness and sort of stagnation that occurs... in the air. The lack of movement that Glenda was talking about. And that the health (or lack there of) of the system can be seen in the stillness or movement of it...

12:46:34 From Cijaye DePradine : Exactly!

12:46:40 From Cijaye DePradine : Thank you Glenda!

12:46:53 From Fouad Mimouni to All panelists : love that.

12:46:59 From Allison Titcomb : Thinking of some groups right now who are holding structure past a sort of expiration date, so to speak, and also where differences in assumptions about structure in a group that has limited formal structure to provide guidance on how to resolve those differences. Dang this stuff takes patience and resilience.

12:47:06 From Mary Nations : thanks for the further exploration of AM, Cijaye!

12:47:07 From Cijaye DePradine : That's why I am more drawn to a variety bunch of flowers – vs. all the same in a bunch.

12:47:45 From Cijaye DePradine : YVW Mary.

12:48:01 From Wendy Morris : In a conversation recently about coronavirus with HSD friends here are some of the tensions I heard

- impacts me & impacts others
- humanity & economy
- human & technological
- local & global
- independent & interconnected
- finite & infinite
- limiting & expanding
- knowing & imagining
- addressing perception of the issue & addressing the issue

itself

- their problem & our problem
- central & marginal
- technical change & adaptive change
- short term & long term
- include & exclude
- reflection & action
- reactive & planful
- protection thru walls & protection thru exchange
- nations & one world

12:49:01 From Fouad Mimouni to All panelists : Thank you Wendy

12:49:12 From katewebster : ... and sometimes you can't grow anything, so this is a good reminder of the nature you once had...

12:49:32 From Mary Nations : Wendy – healthcare covered/accessible, or not...I too have been thinking of all kinds of tensions in the coverage I am seeing

12:49:37 From Royce Holladay : Many many tensions, @Wendy...Way high levels of tension and complexity...makes it even harder to deal with it. Perfect example that we have to move to simple-1-1 conversations,... short, clear messages, personal responsibility, helping each other, etc.

12:49:43 From Cijaye DePradine : Your use of florals as visuals Glenda is again, poetic! I challenge you to reconsider your statement that you are not artistic at all. This is one of the most beautifully painted pictures of complexity I have EVER SEEN!

12:50:27 From Royce Holladay : @Cijaye...I totally agree...I have been trying to convince Glenda of her artistic side for most of my life.

12:51:13 From Mary Nations : I like that Glenda's presentation also includes the promise of spring! (at least for those of us in the

northern hemisphere and four seasons :))

12:51:22 From Monica Leon : the curious question is what Glenda considers artistic?

12:51:28 From Cijaye DePradine : I am truly blown away and grateful to have seen this play out as it has visually! The metaphors using these florals are soooooo visceral for me.

12:52:16 From Mary Nations : yes Francois – there is time showing up as C, D, and E again!

12:52:27 From Royce Holladay : I think she doesn't realize that you can be intellectually artistic...which is really a difference that is different from mainstream.

12:53:04 From Cijaye DePradine : Royce...great point!

12:53:29 From Monica Leon : @Royce, I think that you are on to something...nuance is also a CDE

12:55:02 From Royce Holladay : Good, @Monica...and I am also wondering what are the narrative patterns we learned as children that created a different of perspective about "artistic" between Glenda and me...

12:56:01 From Cijaye DePradine : This is so fantastic! Thank you so much Glenda, I look forward to continuing my learning journey with you into the future. I have a 10:00 so I may have to log-off early. Will this deck or recording be shared for replay?

12:56:08 From Monica Leon : @Royce, if you ever have that chat with Glenda record it, love to hear the logic behind, and how those patterns are shifted or maybe not

12:56:20 From Royce Holladay : And for those of you who may not have realized it, Glenda is my sister, so we've "worked" together for a long time. We grew up in the same container, but experienced different differences, that shaped our narratives differently...which is one of the things that helps us work together so well.

12:56:43 From Royce Holladay : Maybe I'll write a blog about it, @Monica.

12:57:14 From Monica Leon : @Royce, please do. I enjoy your writing and your sharing

12:57:43 From Royce Holladay : Thanks, @Monica...You are kind...and I am glad you do.

12:57:57 From Mary Nations : art is the exchange between what one person know and others may not yet? art is a container for many views of reality? art brings forward differences that matter, to shift patterns of thinking? hmmm...

12:58:22 From Cijaye DePradine : Glenda and Royce if you have not heard it lately – what you are doing here is game changing! I cannot wait for what you do to become more mainstream for all organizations. They all need to know this stuff!

12:58:22 From Hatice Yıldırım : Thanks Glenda, Royce.

12:58:45 From Olga Yiannakis : Love these webinars – thanks for sharing!

12:58:46 From Randi Fiat : Thanks Glenda!

12:59:01 From Liz Coenen : This return to the fundamentals has been very timely for me. Thank you Glenda, Royce, Mary, and all!

12:59:05 From Royce Holladay : @ cijaye...help us share the story...You

seem to have such a powerful way of imaging it and considering the differences that matter.

12:59:20 From Cindy to All panelists : Thank you all.

12:59:24 From Allison Titcomb : Happy Birthday, Royce!

12:59:27 From Randi Fiat : Happy Birthday Royce!

12:59:28 From John N Murray : Oh – happy birthday Royce!!!

12:59:30 From Yianna Vovides : Happy Birthday!!!!!!

12:59:33 From katewebster : HAPpy birthday, Royce!! Here's to cake!

12:59:33 From Cijaye DePradine : I am on it!!! This will not be the last time you hear from me. I would love to have Glenda on my podcast!

Untapped Goldmines

12:59:34 From Liz Coenen : Happy Day Royce!

12:59:35 From joanne lakomski : Happy Birthday, Royce. Thanks Royce, Glenda and Mary – Flowers all around –

12:59:38 From Heather Oxman : Happy Birthday Royce

12:59:40 From Allison Titcomb : Thanks for flower metaphors!

12:59:40 From Elena Mauro : Happy Birthday Royce!

12:59:40 From Fouad Mimouni to All panelists : happy birthday Royce

12:59:44 From Cijaye DePradine : Happy Bday Royce!

12:59:47 From Royce Holladay : Thanks for the Birthday wishes...64 is calling me forward.

12:59:47 From John N Murray : Thanks Glenda, Royce, and Mary – and thanks all for a wonderful conversation!

12:59:47 From Hatice Yildiran : Happy birthday Royce

12:59:47 From Abby Goodwin to All panelists : thank you from the plam beaches! Happy birthday! the 561 out!

12:59:49 From Olga Yiannakis : Happy Birthday, Royce!

12:59:49 From Apendix.Global : Thank you!

12:59:54 From Monica Leon : Happyb-day Royce

13:00:03 From Martin Devine : thank you Glenda and happy birthday Royce!

13:00:18 From sara : 🎂