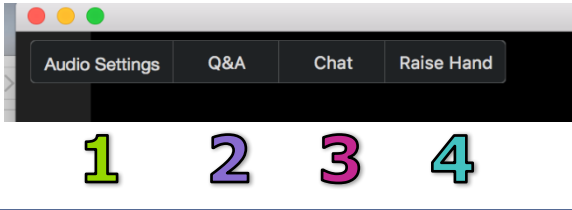




# Welcome to the HSD webinar space!

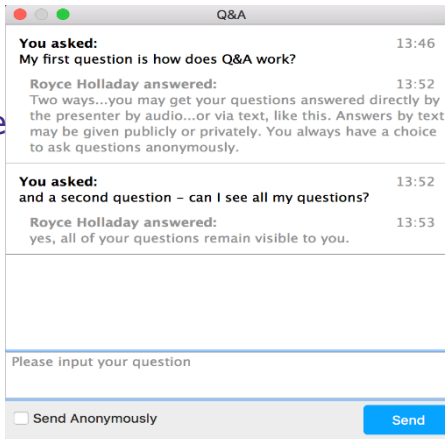
## You have four controls:

**1** You can check your Audio (speaker) volume, *mics are only used by presenters, in general*

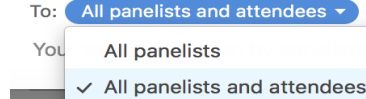


**4**  
Or raise your hand!

**2** You can ask questions directly to the presenter or host



**3** You can chat with each other





# The "Push Me-Pull You" World: Balance Innovation with Compliance

Glenda Eoyang, PhD  
Executive Director  
Human Systems Dynamics Institute  
[geoyang@hsdinstitute.org](mailto:geoyang@hsdinstitute.org)

October 4, 2018

**Nothing Is Intractable.**



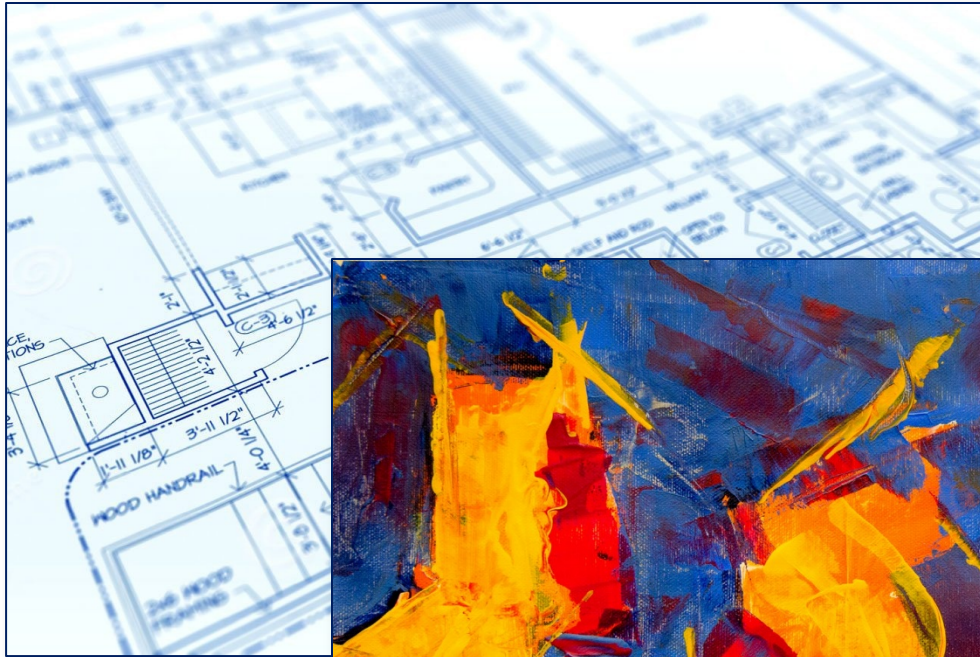
# Today we will explore . . .

- ▶ WHAT is the business challenge of compliance vs innovation?
- ▶ SO WHAT is a map of the Adaptive Capacity territory?
- ▶ NOW WHAT will inform your Adaptive Action?





**What** is the business challenge of compliance vs innovation?





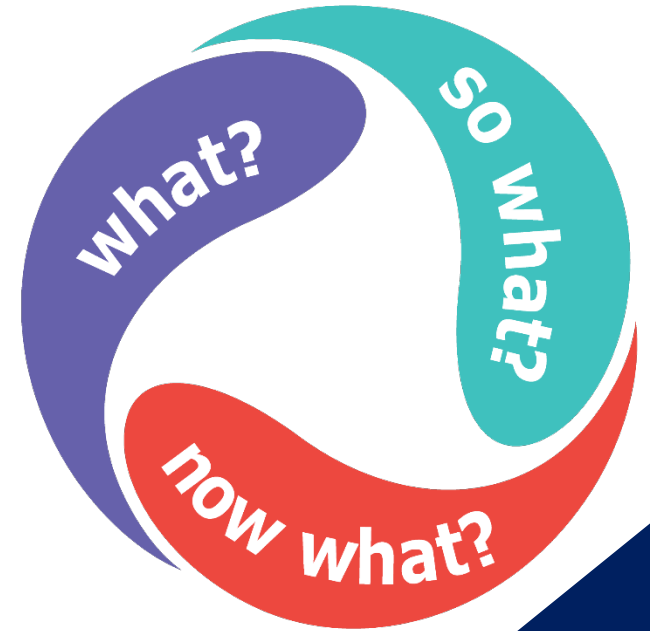
# Looking for Fit for Function

<b>Compliance</b>	<b>Innovation</b>
<p>Nuclear energy production Acute healthcare Mass manufacturing Chemical plants School crossings Building codes Water quality Eligibility for services And . . .</p>	<p>Arts and crafts Chronic healthcare Artisanal creativity Social services delivery Creative writing classrooms Landscaping Jazz Personal trauma And . . .</p>



# Adaptive Action

- ▶ What does the situation require?
- ▶ So what would be most fit for function?
- ▶ Now what will we do to shift toward compliance or innovation?





# Polarity Management Barry Johnson

	<b>Compliance</b>	<b>Innovation</b>
Benefits	Reliability Dependability Consistency Speed Economy of scale Replicability	Adaptability Independence Variability Surprise Local variation Creativity
Risks	Rigid Boring Constraining Resistance to change High cost of monitoring Steady state system Obsolescence	Unstable Exhausting Confusing No traction for change High stress Chaos Red Queen Syndrome





# Polarity Management Barry Johnson

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# The HSD Adaptive Capacity

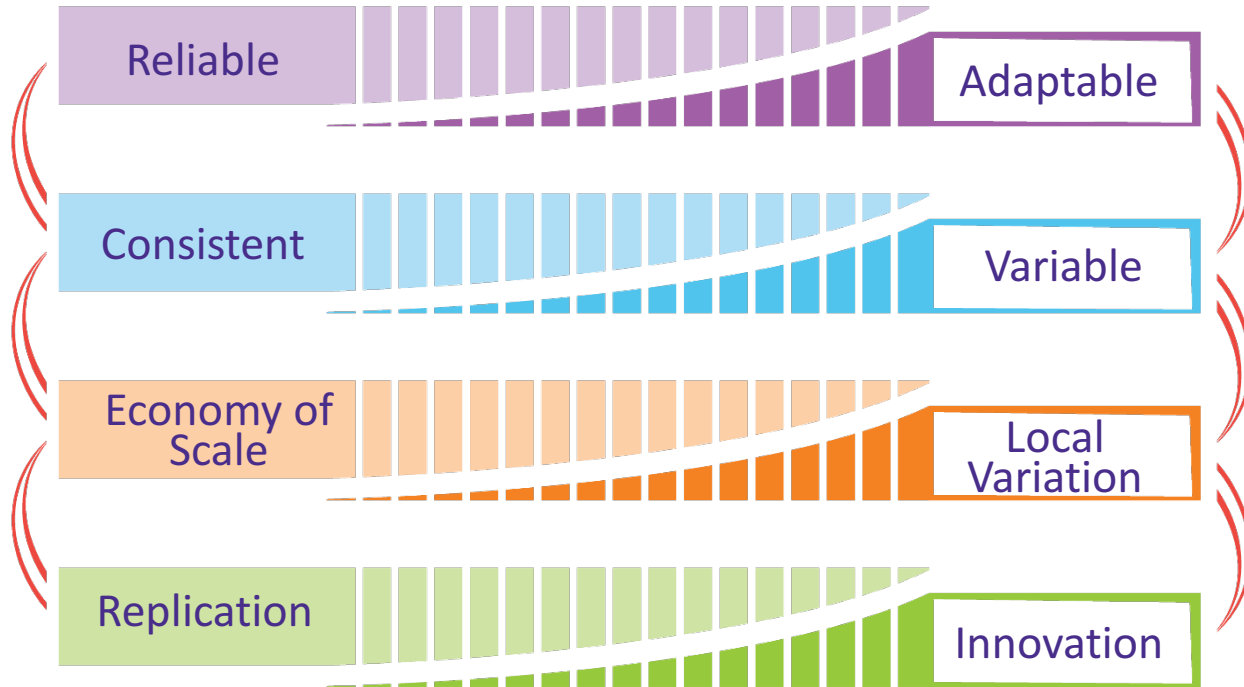
- ▶ WHAT is your capacity to implement each extreme?
- ▶ SO WHAT is the fit for function in any situation at any given time?
- ▶ NOW WHAT action will optimize benefits and reduce risks in the here and now?



**So What** is a map of the Adaptive Capacity territory?



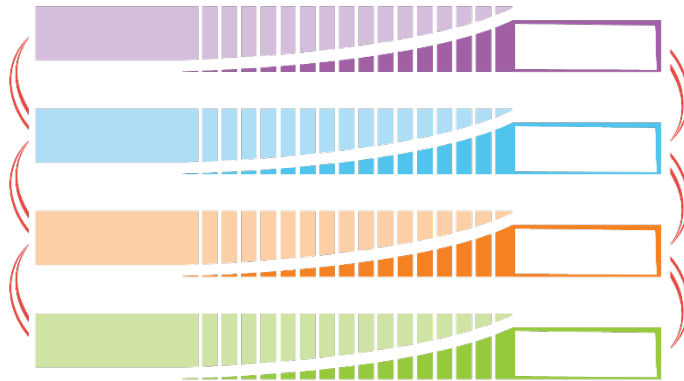
# Interdependent Pairs





# The HSD Adaptive Capacity

- ▶ WHAT is your capacity to implement each extreme?
- ▶ SO WHAT is the fit for function in any situation at any given time?
- ▶ NOW WHAT action will optimize benefits and reduce risks in the here and now?

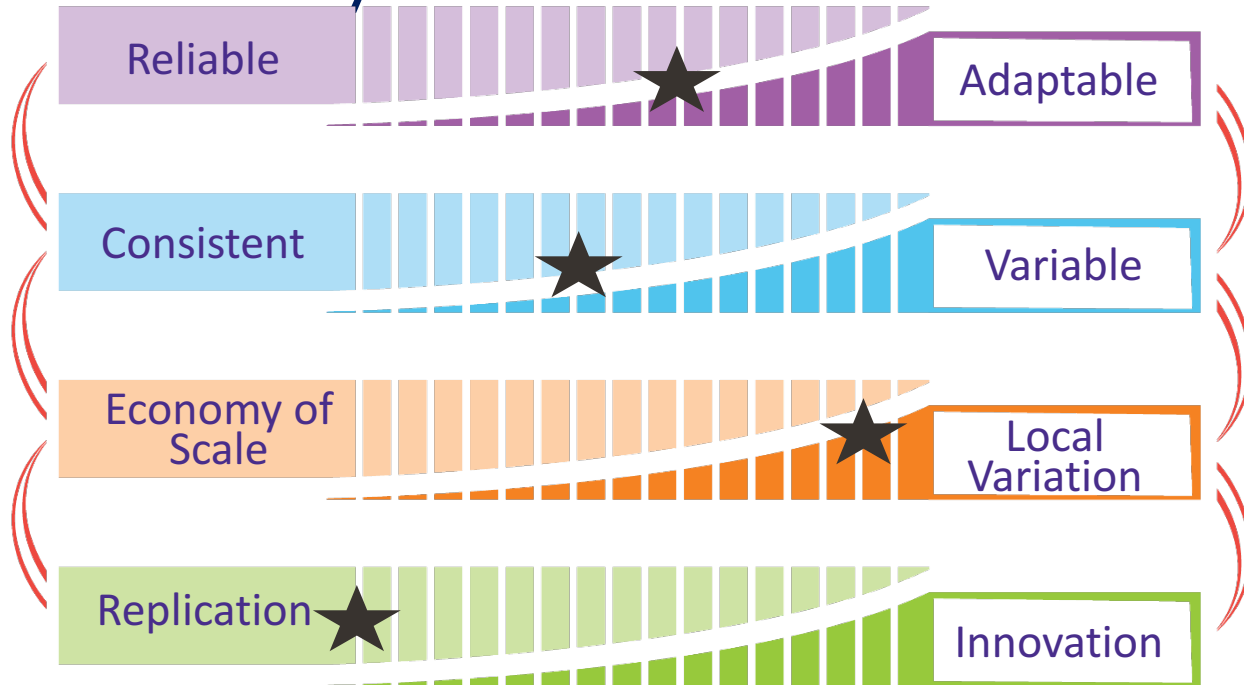




**NOW WHAT** will inform your  
Adaptive Action?

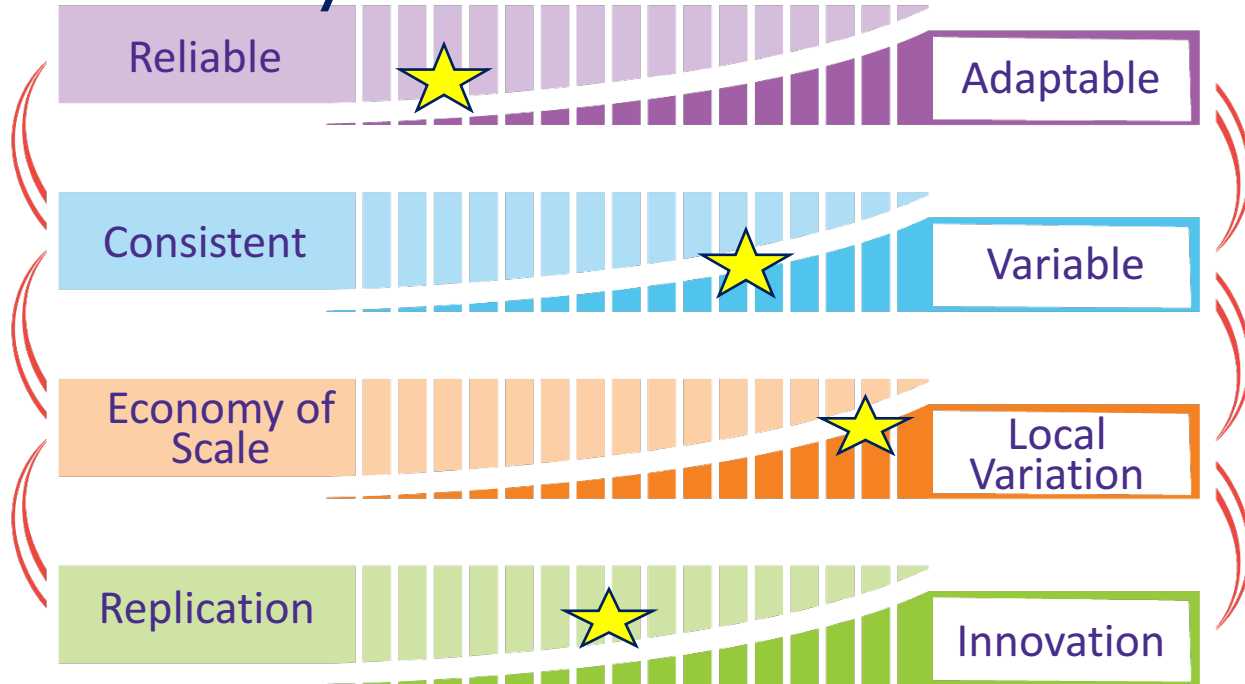


# Three Questions— Where are you now?





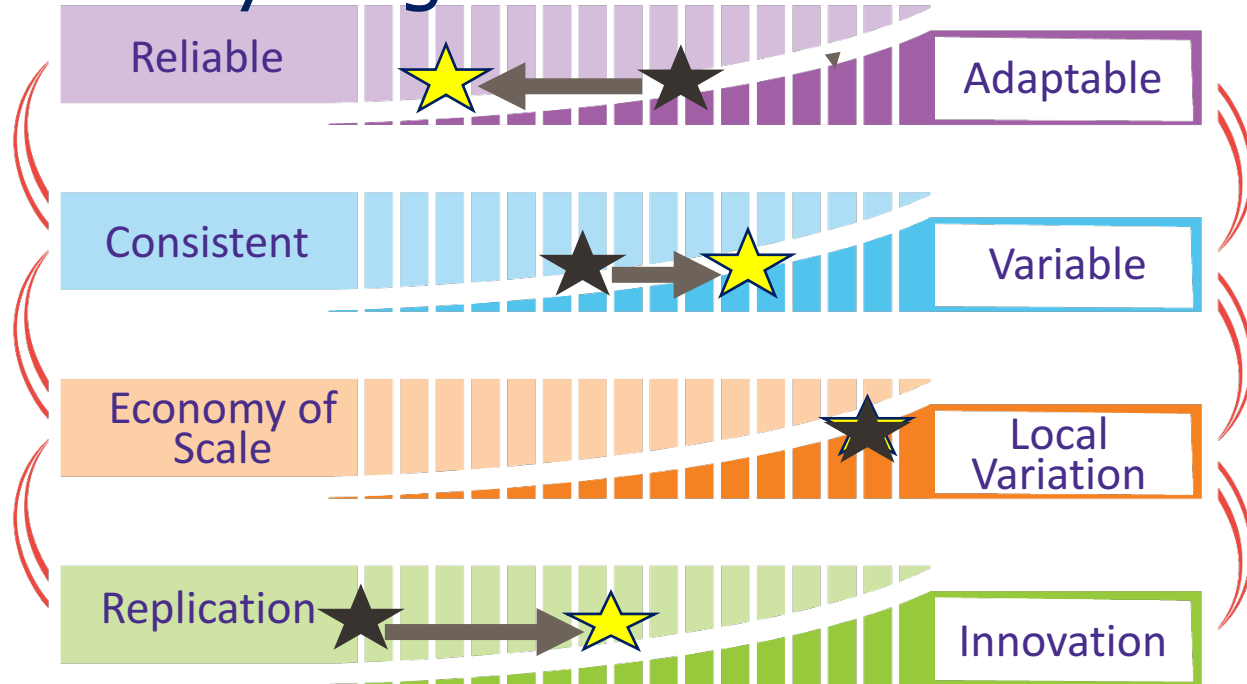
# Three Questions— Where do you need to be?







# Three Questions— How do you get there?





**NOW WHAT** is next for your HSD journey?



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Hemmed In; Break in When You Feel Locked Out      Nov 1

Incurable Curiosity: Pay Attention Today to  
Plan for a Future You Can't Control      Dec 6

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*Lecia Grossman*

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*Glenda Eoyang*  
*Judy Oakden*

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Online

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Beyond Diversity, Equity,  
and Inclusion**

*Glenda Eoyang*

Nov 19  
Royal Roads University  
Victoria, BC Canada



*Thank  
You!*