



# Quarterly Virtual Mini-Conference

*Celebrating 50 HSD Professional  
Certification Cohorts!*

20 September 2018

**Nothing is intractable.**



## Royce Holladay

*HSD and Adaptive Action:  
A Strong Network of Learning and Change*

# The News

**Dateline: January 1, 2003**

**In Circle Pines, MN, USA,** Glenda Eoyang launches Human Systems Dynamics Institute, a small, upstart nonprofit organization poised to use a brand-new field to study to launch a world-wide campaign to build adaptive capacity!



# What's happened in 16 years?

We—all of us who

- ▶ know about
- ▶ use
- ▶ develop
- ▶ enjoy
- ▶ understand
- ▶ grow, etc.—

are creating powerful connections for  
learning and change.



# We are a complex adaptive system!

According to Barabasi's\* definition of strong, scale-free networks, we are becoming:

- ▶ Sensitive
- ▶ Responsive
- ▶ Robust

\* in ***Linked: How Everything Is Connected to Everything Else and What It Means for Business, Science, and Everyday Life.*** Herbert Laslo Barabasi, 2003.



## Sensitive . . .

- ▶ Attend to internal and external conditions
- ▶ Seek opportunities to engage
- ▶ Watch for barriers to consider
- ▶ Identify and address intractable issues





## Responsive . . .

- ▶ Create weekly blog posts
- ▶ Teach hundreds of people each year
- ▶ Use online and in-person venues
- ▶ Use Pattern Logic to see, understand, and influence our world





# Robust . . .

- ▶ Connect at multiple scales
- ▶ Support across multiple sectors
- ▶ Work on significant challenges of our time
- ▶ Offer alternative paradigm for finding solutions
- ▶ Change the world by changing how people think about the world

Connected  
/ko-nec-tid/

1. Physically linked, joined or attached together
2. Related ideas or information



## Today's presenters represent those strengths:

- ▶ Sara and Dominic Swords  
*HSD and Adaptive Action:  
A Retrospective of Support for System Change*
- ▶ Bernadette Christiansen  
*Whole, Part, Greater Whole:  
A New Model/Method for Leadership & Decision Making*
- ▶ Mark Jeffrey  
*Conflict and Adaptive Action:  
Develop Coherent Approaches to  
Conflict Across Scales*



## Sara and Dominic Swords

*HSD and Adaptive Action:  
A Retrospective of Support  
for System Change*



## How we will share these HSD reflections . . .





## The What (1): of the Myanmar consultancy

- ▶ Multi-faceted engagement over 4 years
- ▶ Challenging political climate, but a safe deployment
- ▶ Within the wider country, there was now hope for the future
- ▶ Organizational change in conditions to decentralise but with more centralised scrutiny and power
- ▶ Outward “Front” hid a culture dominated by dysfunctional patterns, even as key staff changed
- ▶ My role as “Conscience” in a volatile organizational climate



## The What (2)

- ▶ My curiosity: one of the reasons I came to HSD is because I continue to ask myself questions about this experience.
- ▶ It was a CAS in action.



Hella Jongerius: metamerism - when colours are viewed in different conditions



## So What questions? (in retrospect)

- ▶ So what about patterns that are not fit for function, but are so strong they influence new, potentially different patterns?
- ▶ So what does it take to work in a place where the cultural and contextual are so impactful?
- ▶ So what sets conditions for individuals to see, understand and influence their system without getting “entangled” in the organizational culture?



So what about patterns that are not fit for function, but are so strong they influence new, potentially different patterns?





So what does it take to work in a place where the cultural and contextual are so impactful?





So what sets conditions for individuals to see, understand and influence their system without getting “entangled” in the organizational culture?





## A conversation between two HSD colleagues (reflections)

- ▶ Working with scale and context
- ▶ Seeking coherence whilst holding messiness
- ▶ The value of inquiry



Hella Jongerius



## Bernadette Christiansen

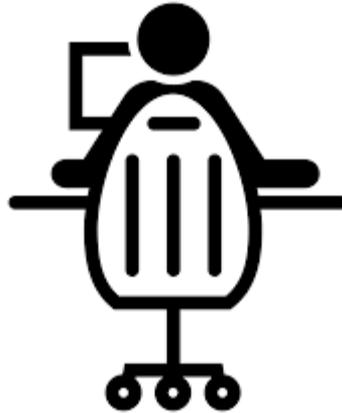
*Whole, Part, Greater Whole:  
A New Model/Method for Leadership  
& Decision Making*



# When Things are Less Complex



Created by Maxim Kulikov  
from Noun Project





# Whole, Part, Greater Whole Works One Way



Created by Maxim Kulikov  
from Noun Project





# Utilizing HSD Models & Holding Complexity

				
WHAT				
SO WHAT				
NOW WHAT				



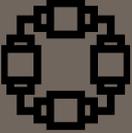


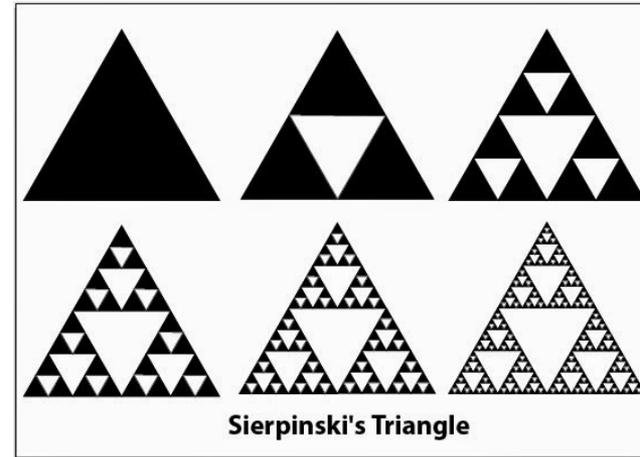
# Complexity Changes the Model & Method





# Whole, Part, Greater Whole - Pattern

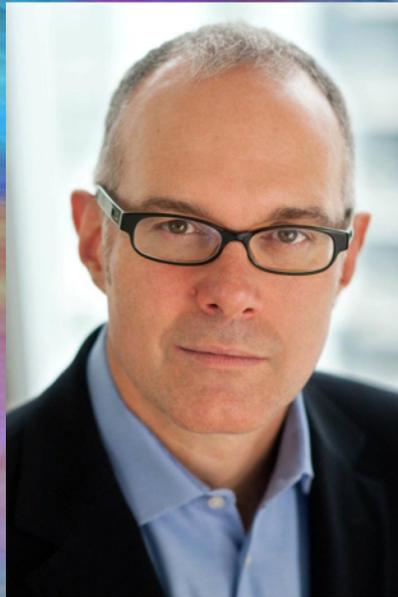
			
WHAT			
SO WHAT			
NOW WHAT			





# Pattern Spotting





## Mark Jeffrey

*Conflict and Adaptive Action:  
Develop Coherent Approaches to  
Conflict Across Scales*



## What?

- ▶ Provincial Health Services Authority
- ▶ 25,000 to 30,000 employees (recently expanded)
- ▶ Province-wide mandate for wide variety of services and programs (BC Cancer, Children's & Women's, Mental Health and Substance Use, TransCare, Centre for Disease Control, Emergency Health Services, etc.)
- ▶ Hundreds of sites
- ▶ 5 Organizational Development Staff



# What?

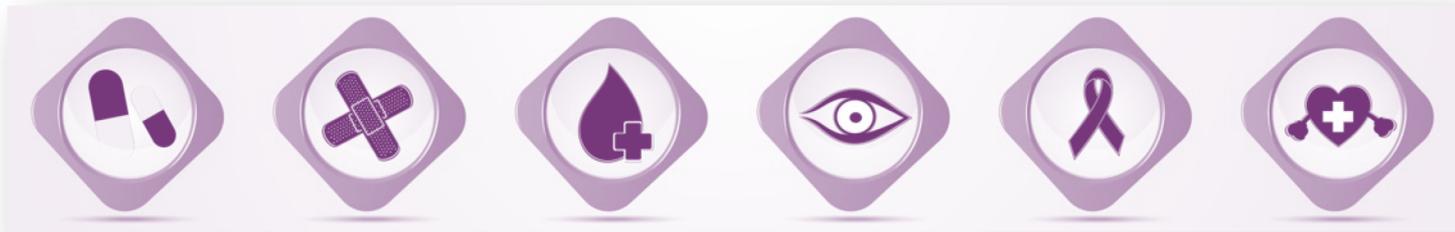
- ▶ Noticed the majority of our OD interventions connected to conflict in some way
- ▶ So we mapped everything we knew and built a case to pursue
- ▶ Engaged HSDI to help us think through a strategy
- ▶ Enacted a 12 to 15 various adaptive actions - some overtly, most covertly focused on conflict:
  - ▶ Assisting leaders manage conflict
  - ▶ Establishing simple rules and team agreements;
  - ▶ Creating clarity in processes, roles, strategy, etc.





# What?

- ▶ We wanted to know:
  - ▶ What would work, and
  - ▶ We wanted to see if there was an appetite to more thoughtfully manage conflict





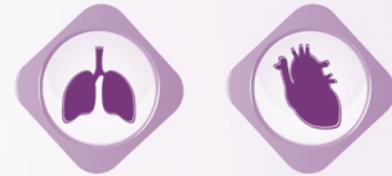
## So What?

- ▶ There is a lot of conflict in the system – at all levels.
- ▶ We noticed it helpful for US to view conflict through three lens: personal, interpersonal and systemic.
- ▶ We noticed that leaders and staff tend to want to address conflict, but tend to focus on interpersonal, and have less inclination toward looking inward or systemically.
- ▶ We noticed that we had more success if we normalized conflict and made it easier for leaders to speak about it
- ▶ We noticed the more we did, the more the demand we found.
- ▶ We noticed that a significant appetite exists, but not universally



## Now What, is to answer:

- ▶ How do we scale a program to increase the conflict competence of hundreds of leaders and thousands of staff?
- ▶ How do we set conditions across the network for coherent approaches to thoughtfully managing conflict and difference?
- ▶ Which containers might we start with?
- ▶ Who is out there than can help us, either internally or externally? In what ways can they help?





## Now What?

- ▶ What requirements has the organization committed to that we could leverage?
- ▶ What is the appetite at the highest levels of the organization? And, does it matter, at least initially?
- ▶ Which other large organizations have taken a system-wide approach to increasing conflict competence? What did they do? What advice or questions do they have for us?



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



## Join us for upcoming webinars:

The “Push Me; Pull You” World: Balance Compliance with Innovation

Oct 4

Don't Fence Me In: Break Out When You Feel 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

Watch for full list of Live Virtual Workshops for 2019, soon on [www.HSDInstitute.org](http://www.HSDInstitute.org) and in the weekly newsletter in mid-October.



Join our online network:

<https://www.hsdinstitute.org/about-hsd-institute/network-map.html>



## Upcoming Adaptive Action Lab Offerings:

HSD Professional Certification	Nov – Mar, 2018	Vancouver CA
	Dec – Apr, 2018	Horsham, UK
	Mar – Jun, 2019	Tobago, WI
Public Adaptive Action Labs (online)	Networks and Adaptive Action Royce Holladay / Griff Griffiths	Sep 25, 27, 28
	Adaptive Action Coaching <i>Lecia Grossman</i>	Oct 3, 4, 5, 12, 19, 26, Nov 2
	Making Sense of the Mess Glenda Eoyang / Judy Oakden	Oct 23, 24, 26 (New Zealand times)

Look for more details and more opportunities online at  
<https://www.hsdinstitute.org/learning-opportunities.html>.



*Thank  
You!*

- ▶ To our presenters . . .
- ▶ To Jen for helping me produce . . .
- ▶ To each of you . . .
- ▶ For attending today and for being a part of this 16-year-long journey!