

11:58:27 From Tim : Hi, there. Tim from Pullman, Washington.
11:58:30 From Rachel Myslivy : Hi, I'm Rachel Myslivy in Lawrence, KS. Glad to be here!
11:58:59 From Royce : Welcome! I am Royce Holladay and I work with Glenda in the HSD Institute. I live in Circle Pines, MN, just north of Minneapolis.
11:59:02 From British Columbia Organization Development Network : Good morning from Vancouver. i am Faye White
11:59:04 From Rene Garcia to All panelists : Hi! René from Montreal
11:59:07 From Jennifer Jones-Patulli : Hello from Michigan!
11:59:11 From Cheryl Green : Hi! Cheryl Green here
11:59:14 From Cheryl Green : Hey Royce!
11:59:16 From Krista Myer : Krista from Columbia MO
11:59:24 From John N Murray : Hello! John here from St. Paul, MN
11:59:25 From beryl : Hi everyone, I'm Beryl in Minneapolis
11:59:35 From Rebecca Stockman : Rebecca here, and good afternoon from London
11:59:38 From kimbraidwood : Hello, Kim from Vancouver Canada
12:00:29 From Rich Ann : Hello from Washington, DC
12:00:33 From Cheryl Green : Oh, I live in Memphis
12:00:50 From Rich Daudert : Hello from Rich Daudert in Kalamazoo, MI!
12:01:21 From Jessica Riehl : Hello from Portland, Oregon!
12:01:31 From Cheryl Green : Indeed. I'll email you before the weekend is up.
12:05:30 From Pat McLagan : ensuring enough stability and direction while also being emergent and able to shift when new opportunities and challenges require it
12:05:42 From Ronda : Identifying viable strategic options to pursue and getting agreement upon which strategies to pursue
12:05:45 From Krista Myer : One challenge we face is making strategy and strategic planning a priority for everyone
12:05:59 From Mary Nations : great to see familiar and new-to-me names here! I am producing today from Raleigh, NC
12:06:06 From Jessica Riehl : Just understanding the word and the many definitions or traumas people have had with the word
12:07:22 From British Columbia Organization Development Network : Traditional Strategic planning constricts emerging opportunities
12:08:09 From Liz Coenen : Sometimes I'm so comfortable with staying in the present and living into an emergent future, that it can be challenging to choose a useful timeframe for planning.
12:08:59 From Michelle Krausher : buy in and identifying all stakeholders in strategic planning.
12:10:10 From Ida Rose Florez : My challenges with strategy are mostly with clients who have traditional views of strategy, very machine-based, but they are working in complex social systems. I'm in San Diego, CA and work nationally and internationally.
12:11:17 From Rebecca Moss : Challenge with strategy at my org-trying envision and take action on new strategic possibilities while being commitment to the priorities and goals on short term execution of existing strategy

12:11:31 From Cheryl Green : I may have missed this earlier. Will we have access to the deck afterwards?

12:11:48 From Royce : yes, the deck will be sent with the recording.

12:11:53 From Cheryl Green : Thank you

12:17:44 From Leslie Peters : I'm also curious about clients who have traditional views and how to move them into this different approach.

12:19:45 From Cheryl Green : I've found some clients open to it; however, funders hold the traditional way and have added the Strategic Business Plan to it.

12:22:40 From Royce : Jim...I haven't thought about that..but I do see that traditional time would work in the lower left corner—close to certainty and close to agreement. and the further out is the more emergent consideration of time. does that make sense?

12:25:18 From Nathalie Ducrot : How to address the emotional cost of unpredictability in order to open up to the emergence of futures

12:26:12 From Krista Myer : I am having trouble coming up with measures in our strategic plan. We're "doing it" but I want it to be measurable, and I just can't get there.

12:28:59 From Stephen Bosacker : What have you learned about the balance between inquiry and reflection vs the work required in your organization?

12:30:49 From Royce : great question @Nathalie Ducrot—it makes we wonder if the the best way to constrain that cost is to make sure that people have the skills they need to deal with the unpredictability and emergence...Using narrative and skill building to prepare people for that space

12:31:12 From Pat McLagan : I like the image that is emerging for me of the past as an entanglement of many forces – most that don't rise to the surface in any present moment, but that may gather steam and arise sometime in the future as a major shaping force (e.g., women, the forces underlying the Trump phenomenon. As in nominal group technique, sometimes the item getting the fewest votes becomes the more powerful force in a future moment.

12:31:56 From Nathalie Ducrot : Thank you Royce, using narratives, systemic modeling – metaphors do help

12:32:53 From Jennifer Jones–Patulli : Decision Map, <https://www.hsdinstitute.org/resources/resource-decision-map.html>

12:34:08 From Royce : @Nathalie, right, and Glenda will talk a bit about pattern logic, with can inform actions in ways that help you see

12:35:47 From Leslie Peters : @Nathalie and Royce – I am curious about the balance/conversation re: mindset vs. skills. I find that when I go in planning to teach skills (which is usually what clients think they need), I also have to embed the important work around mindset and personal confidence and courage that enables people to be open to taking in and using the skills (e.g. narratives, systemic modeling, metaphors, etc.).

12:36:43 From Jessica Riehl : Royce, is there an HSD article that goes deeper into world view? I'd like to read more.

12:37:06 From Cheryl Green : That's so true, Leslie. People know what they know. It can be challenging to introduce a new way of seeing the

work to folks who are highly competent and smart about their function and role.

12:37:09 From Rich Daudert : Seems like one can get in trouble from violating the rules, but can REALLY get in trouble for breaking the "unwritten rules!"

12:37:29 From Royce : @Leslie Peters I totally agree that people have to "see" the world of what's possible and have the confidence to do that...thanks for that clarification

12:39:23 From Leslie Peters : Thanks @Royce. @Cheryl – the whole "competent and smart" thing is such an interesting (and sometimes challenging!) barrier to try to circumvent ...

12:39:34 From Royce : @Jessica, I can't get to it to give you the link right now, but if you to do the Resources page of our website (www.hsdinstitute.org) you can do a search for decision map. It's a model/method you can read and there are a couple of blogs I think.

12:39:49 From Nathalie Ducrot : One fo my son struck me by affirming that constant need for adaption will become the norm .. I wonder if we (HSD) consider that this as a subjective truth

12:40:04 From Jennifer Jones-Patulli : <https://www.hsdinstitute.org/resources/resource-decision-map.html>

12:40:18 From Mary Nations : thanks for the links, Jen!

12:41:59 From Jessica Riehl : Thank you!

12:48:04 From Ida Rose Florez : My experience is that organizations and individuals have not identified their simple rules. They are operating at an implicit level. What strategies do you use for revealing those simple rules?

12:48:32 From Ida Rose Florez : Oh...Glenda just addressed my question. Great. Thx.

12:48:45 From Rene Garcia to All panelists : In human systems we can have views, rules, and a shared reality. And also because of different paths, cognitive structures, experiences, we can have individual views, rules, and maybe when the system is in tension, those uncover views emerge and generate unexpected patterns

12:51:07 From rodney : My question was about how embodied, mindfulness practices (ie meditation, yoga, etc.) may inform how the framework & mindset is realized in practice? I have found from my own experiences and with these practices that one's presence alone becomes an intervention of sorts that helps co-create some of the points (ie shared action, sensitivity, etc.) noted earlier.

12:51:30 From rodney : thanks Royce!

12:52:18 From Royce : I love that...@Rodney. Thanks for those thoughts...wonder if others see the same sorts of experiences. Very interesting.

12:54:11 From rodney : @Royce – thank you! I'd love to continue this thread with you all and see creatively what emerges :)

12:56:28 From Leslie Peters : How do you shift the language from "strategic plan" to "strategic framework" when clients come speaking the language of "strategic plan"?

12:56:51 From Cheryl Green : Ha! I've always wondered about that logo. Nice

12:57:29 From Royce : It's a particular kind of fractal...very different

from our earlier logo...and same in many ways.

12:57:33 From Stephen Bosacker : It seems that for this approach to work the people in the organization need to take time to learn how to talk about patterns, and practice influencing patterns in their local spaces in their work, until they are comfortable to talk about larger scale and organize to influence patterns together. What have any of you experienced regarding this kind of growth?

12:58:29 From Ida Rose Florez : Great questions about people in organizations seeing patterns. How does seeing/talking about patterns become a simple rule?

12:58:38 From Royce : Stephen, she is speaking to a bit of that right now...and I'll ask her to respond...

12:58:58 From Cheryl Green : I'm thinking about the best ways to uncover world views that impact the topic/content/work. Can you facilitate a conversation that lays out similarities and differences regarding certain view or idea?

12:59:02 From Jessica Riehl : When I talked about a strategic framework with my client, it was pretty easy to look at the static moment in time strategic plan they created 7-10 years ago that completely became irrelevant when the housing market changed

12:59:27 From Leslie Peters : In my experience getting people to look for and talk about patterns first requires getting people to move past the idea that there is an answer.

13:00:06 From James Roussin to All panelists : Thanks so much! Really appreciate the wisdom of this work and all of you.

13:00:12 From Royce : Thanks @Leslie Peters...great point.

13:01:03 From Royce : And share your thoughts on the facebook page...Jen can you post that please?

13:01:20 From Jessica Riehl : Here's the link: <https://www.mcknight.org/wp-content/uploads/01-17-19-2019-2021-mcknight-strategic-framework.pdf>

13:01:20 From Pat McLagan : Thank you!

13:01:33 From Janice Fingler to All panelists : Thank you !!

13:01:37 From Cheryl Green : Thanks!

13:01:38 From Nathalie Ducrot : thank you so much

13:01:47 From Krista Myer : Thank you! Great webinar!

13:01:55 From beryl : Thanks, everyone.

13:01:58 From Royce : Thanks to all of you for being here and for the great conversations...

13:02:14 From rodney : great stuff!

13:02:17 From Jennifer Jones-Patulli : <https://www.hsdinstitute.org/learning-opportunities/adaptive-action-labs/simplifying-complex-change.html>

13:02:19 From Leslie Peters : Great conversation! Thank you all. Gloria mentioned Facebook... can you point me to that? Thanks.

13:02:45 From Liz Coenen : Thank you everyone!

13:02:46 From Jennifer Jones-Patulli : Diversity, <https://www.hsdinstitute.org/learning-opportunities/adaptive-action-labs/levera>

13:03:00 From Svetlana Larina to All panelists : Thanks a lot, Glenda

and Royce!

13:03:03 From Rene Garcia to All panelists : Great conversation! And glad to meeting everyone, Thank you all!!

13:03:09 From Ida Rose Florez : Thanks for this webinar. Very useful.

13:03:12 From Rachel Myslivy : This was great! Thanks!

13:03:13 From Michelle Krausher : Thank you all!

13:03:18 From Cheryl Green : Thank you. This was wonderful!

13:03:26 From Elva Castaneda de Hall : Thank you for the marvelous HSD Leadership Team

13:03:27 From Jennifer Jones-Patulli : <https://www.facebook.com/HSDInstitute/>

13:03:36 From Leslie Peters : Thank you!

13:04:00 From Jennifer Jones-Patulli : Thanks! Bye

13:04:17 From Aatir : Thank you all for the great session