

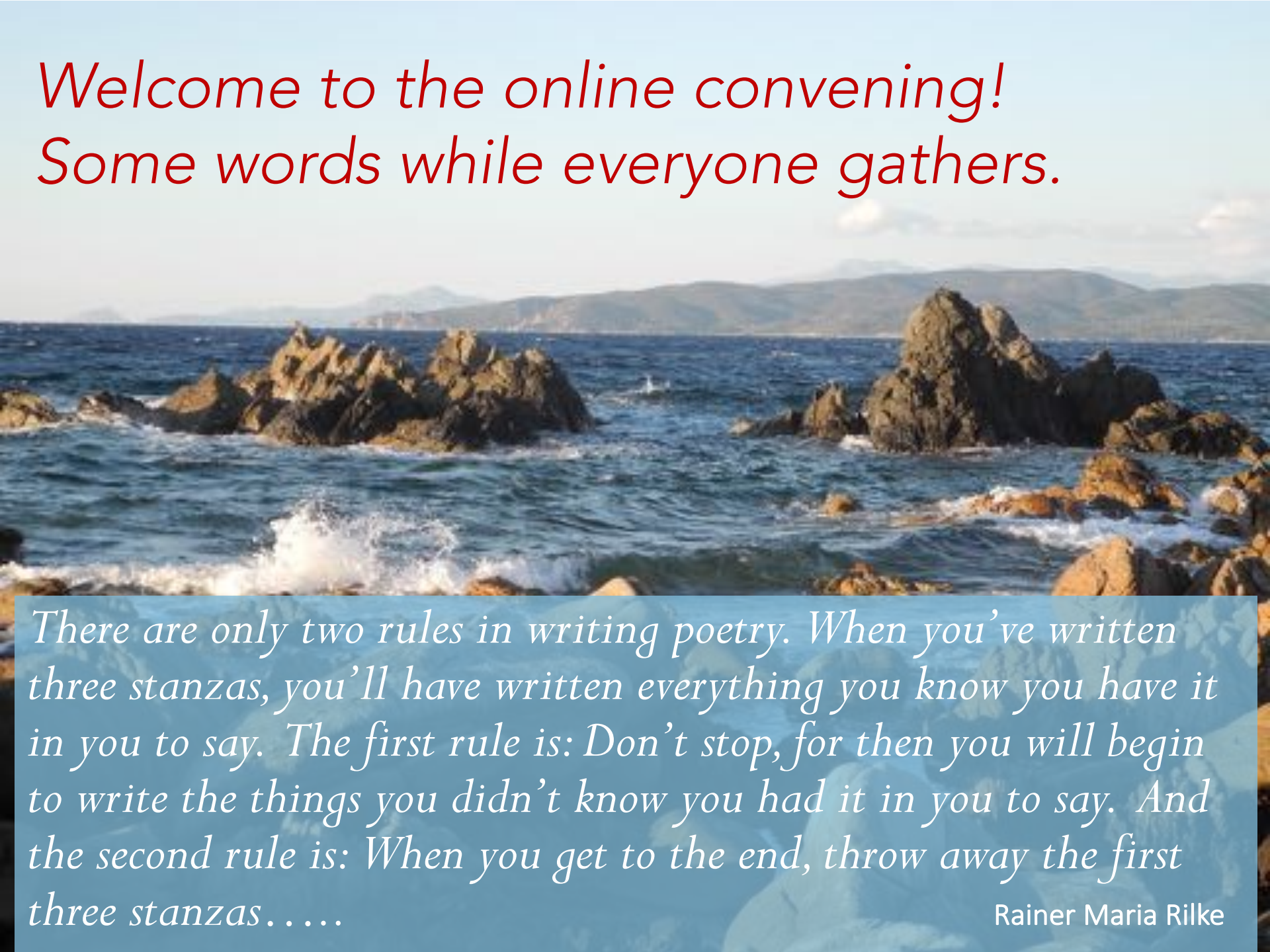
Pathways to Resilience

The vital work of adapting our organizations during, and after, the pandemic

Session 2: Navigating Complexity

With Richard Evans and guests





Welcome to the online convening!
Some words while everyone gathers.

There are only two rules in writing poetry. When you've written three stanzas, you'll have written everything you know you have it in you to say. The first rule is: Don't stop, for then you will begin to write the things you didn't know you had it in you to say. And the second rule is: When you get to the end, throw away the first three stanzas.....

Rainer Maria Rilke

Guide to the session

1. *Please use the Chat Box to send in questions or comments at any time.*
2. *We'll collect them and answer some at the end.*
3. *We'll follow up with materials and more responses.*

Kemi Ilesanmi

Executive Director of The Laundromat
Project in New York City, NY

Laurie Wolf

President and CEO of The Foraker Group in
Anchorage, AK



New EmcArts online services

Online articles

With tips for leaders and teams on remaining adaptive.

Personalized virtual “Office Hours”

To support your individual and team leadership efforts.

Four weekly online sessions

To help make real progress out of disorder into viable futures.

Facilitated network-building

We will work with you to access novel perspectives and build coalitions.

www.artsfwd.org/new-online-offerings-from-emcart/

What's one thing that has stayed with you from last week's session?

Today's topics

Last time

Making Disorder Generative
Six Decision Pathways to move on

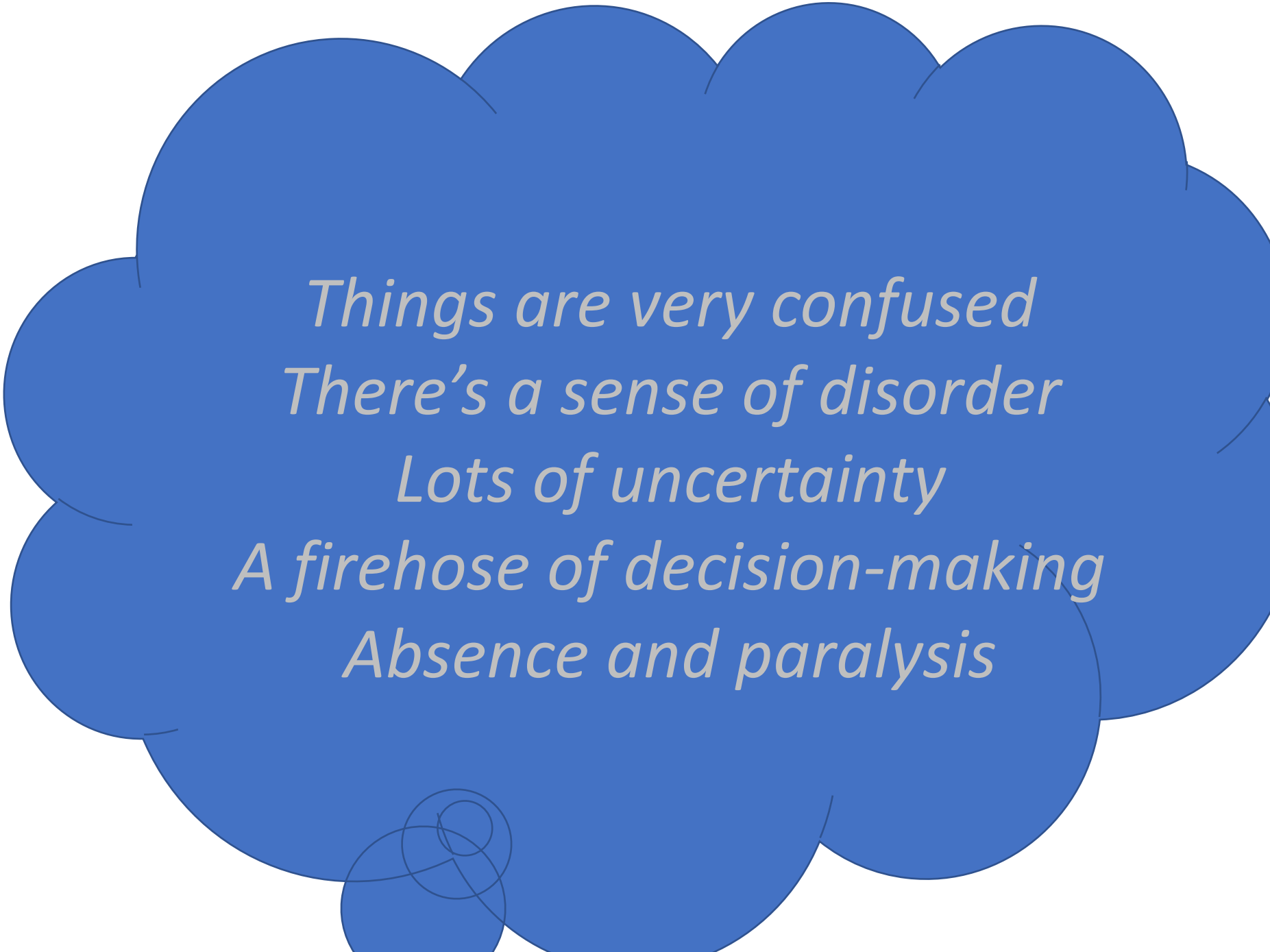
Today

Identifying and responding to Complex Challenges
Barriers and obstacles that can get in the way
Eight essential Adaptive Capacities

Next time

Unpeeling the layers of a complex challenge
Phasing your investment in innovation
Getting the most out of a new idea

*Quick Recap of last
time*



*Things are very confused
There's a sense of disorder
Lots of uncertainty
A firehose of decision-making
Absence and paralysis*



*Making
Disorder
Generative*

*Is clear and
relevant
knowledge
being ignored
or unknown?*

Bring back
the experts,
give them
authority

*Are we getting
expert advice,
but we're not
sure of its value
and relevance?*

Seek other
opinions – employ
'useful doubt' to
double-check

Question old assumptions,
create hunches,
test with small experiments

Do we see potential to operate in new ways, but don't know what might work?

Build diverse networks,
listen to the perspectives of outliers

Do we just not know what to do, and may be missing novel perspectives?

Making Disorder Generative

Making Disorder Generative

Where are all normal constraints and connections simply not operating?

Where do we believe our standard procedures will solve the problem?

Manage crisis, then work with creatives on new ideas

Beware of sucking resources into dead ends

Making Disorder Generative

Question old assumptions, create hunches, test with small experiments

Bring back the experts, give them authority

Seek other opinions – employ ‘useful doubt’ to double-check

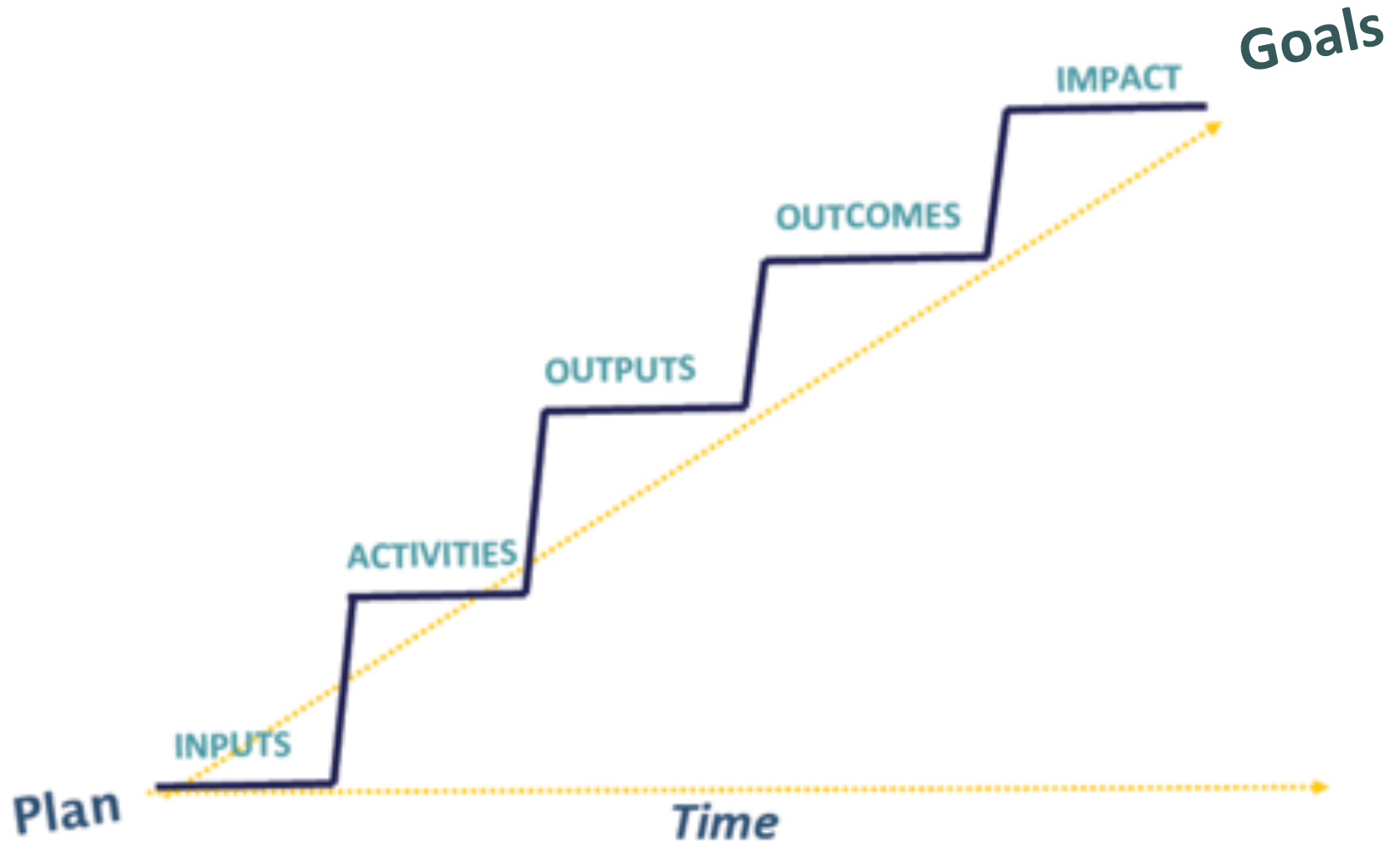
Build diverse networks, listen to the perspectives of outliers

Manage crisis, then work with creatives on new ideas

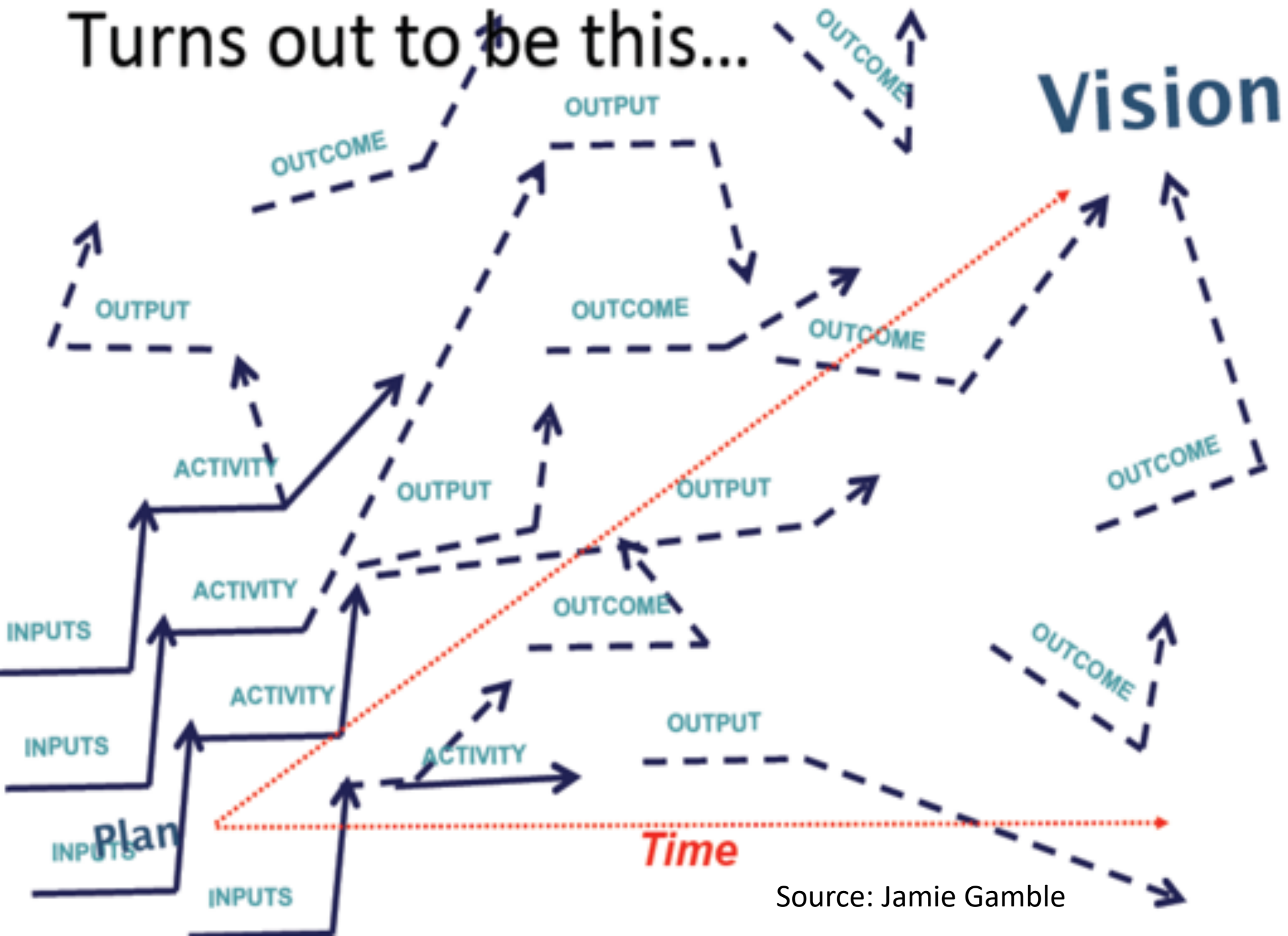
Beware of sucking resources into dead ends

Identifying and Responding to Complex Challenges

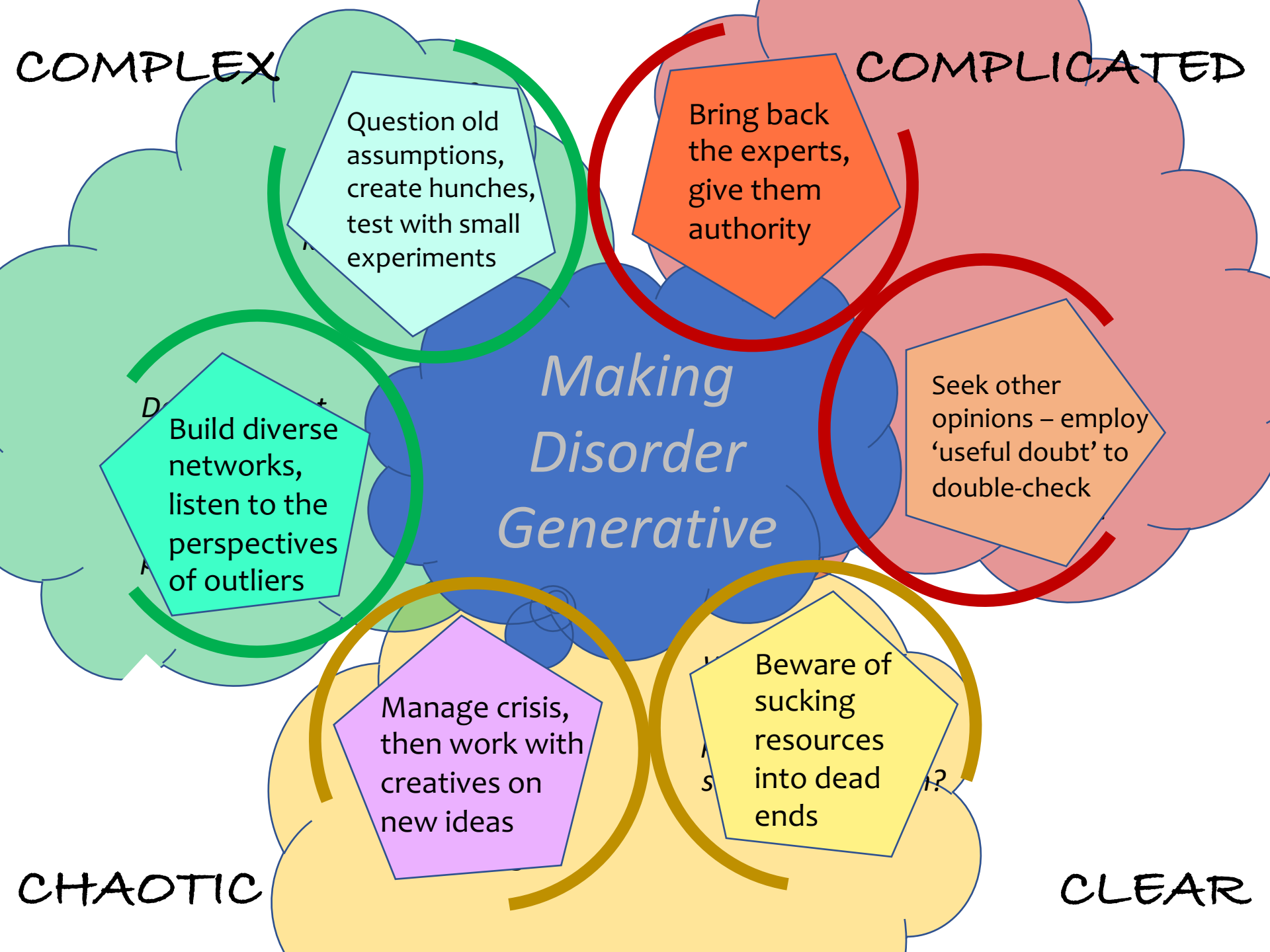
Complex situations are ones in which this:



Turns out to be this...



Source: Jamie Gamble



COMPLEX

COMPLICATED

CHAOTIC

CLEAR

*Making
Disorder
Generative*

Question old assumptions, create hunches, test with small experiments

Bring back the experts, give them authority

Seek other opinions – employ ‘useful doubt’ to double-check

Build diverse networks, listen to the perspectives of outliers

Manage crisis, then work with creatives on new ideas

Beware of sucking resources into dead ends

Complex



Complicated



disorder



Chaotic



Clear

The Cynefin Framework



Source: Dave
Snowden/
Cognitive Edge

The Cynefin Framework: Responses

- Let go of old assumptions and habits
- Diverge from existing strategies, discover next practices
- Work with “non-experts” to explore connections
- Loosen constraints on action
- Distribute leadership
- Probe + experiment for rapid learning

Chaotic

- Work without guiding constraints
- Act immediately to find connections
- Invent novel practices
- Privilege intuition over logic

Snowden/
Cognitive Edge

- Call in field experts
- Improve existing strategies (technical fixes)
- Limited number of good practices
- Observe governing constraints
- Conduct planning, focus on outcomes

Clear

- Align with existing solutions (apply rigid constraints to what we do)
- Small number of best practices
- Reinforce central authority

Making virtual use of Cynefin

Write up each of your exit strategies from Disorder on a post-it, and display them.

Around each challenge we face, are the conditions Clear, Complicated, Complex or Chaotic?

Draw Cynefin and then place each of the post-its in the domain where you think it belongs.

Focus on those in the Complex domain.

Context

To integrate social enterprise thinking into our operations & programme practice

To achieve balanced sustainable business model

To continue being leader in the field of community engagement
"forge path" innovation

Working in early phase to enable innovation
Native Nation

Working with a high community based by program, time & culture
Native Nation

To ~~work~~ New Voices ^{initiatives}
"non-experts"
May be our expertise. It will going to solve larger issues

develop rigorous decision making system in terms of size and scale of projects on (culture)

To identify partners & resources to support community engaged leader making - develop ~~leadership~~ ^{partnership} in building of larger initiatives (culture)

Completion

Geo-Action
- focus (action)
- innovation
- results

Outputs

To develop clear elevator pitch for general public to understand ~~where~~ ^{what/who} Coromandel is

Above

To ~~Develop~~ ^{Strengthen} Community ^{Engagement}
↓
Climate Change Engagement?

To expand to larger / broader communities
B.M. & more

To advance
Equity

Complex

Challenge dominant
development in city plan
Create the narrative
efforts to offer
visibility and
legitimacy

To develop
Arts Council
committee to "build
community" and expand
to additional artist-led
committees

Develop an
Art District
in the
Riverside Family
Community

Start a
community of local
performing
artists
(in addition to regular artists)

To open the Czech
Marie Center for
Chinese Arts/Culture
2020

To develop
multicultural resource
stream/sources to
sustain community
cultural identity

Develop community
networks
through a series of
workshops among
households
(on-line)

Be a self
declared living
Artist

Complicated

Represent Community
Culture/Voice through
Art

Build
Community

engage/
teach
seniors

To open
community space
to stakeholders who
develop the

Process
Endorse
community
development
efforts

To measure and
communicate the
impact of arts
engagement

Place for
youth

Coordinate
artists and
create air of
radical hospitality

Innovative
arts
education

obvious

Engage
new
communities

Provide art opp
in the community
Display & artist
action

Develop
multicultural
community
networks

Inspire
love of
the arts

To develop
resources + art
among community
partners to expand
outreach to additional
neighborhoods / seniors

teach
multi-
generational
demographic

Collect
Data to

Goal - Release
Exposure to
Audiences

First Challenge

Kemi Ilesanmi

Executive Director

The Laundromat Project

New York City, NY



Barriers to Adaptive Change

Barriers to Change

What's a behavior that's typical of the way you do things (away from work), that has been a barrier to you embracing change?

What's one typical behavior of your organization that's a barrier to adapting and doing things you've never done before?

Developing organizational assumptions

Assumptions evolve as repeated successful solutions to problems.

What was once a questionable hypothesis about how to proceed becomes a reality that we take for granted....



Questioning our assumptions



*In order to innovate,
we have to resurrect,
examine, and then
break the frame
created by our old
assumptions.*

Edgar Schein,
Leadership and Organizational Culture

Reducing barriers to adapting

What ***habits of mind*** lie behind our typical behaviors around this challenge, that we tend to fall back into?

- *What can we do differently so we don't default to these behaviors and habits of mind?*

What real or imagined ***constraints on action*** do we bring with us to considering this challenge?

- *How can we create a space in which these constraints are loosened?*

What ***assumptions*** have we held about our approach to this challenge, which recent evidence contradicts?

- *What alternative hypotheses might we build our response on?*

Laurie Wolf

President and CEO
The Foraker Group
Anchorage, AK



Eight Essential Adaptive Capacities

Adaptive Capacities

“An organization’s ability to initiate and implement purposeful change in response to shifts in its operating environment.”

Adaptive muscles help stop us from snapping back to old ways when real change is needed.

1

Questioning ingrained
organizational
assumptions early and
routinely in a change
process



*RATHER THAN: Advancing the organization only
on the basis of past indicators of success*

2

Embracing big new
strategic directions,
holding them lightly, and
being open to influence



*RATHER THAN: Optimizing vision and direction
by sticking with a proven approach*

3

Creating adventurous
cross-functional teams
that work outside
traditional power
structures



*RATHER THAN: Looking to senior leaders to make most
decisions, with others given roles in implementation*

4

Bringing multiple
network perspectives
together to diversify
knowledge



*RATHER THAN: Operating with a closed circle
of expert input, feeding technical departments*

5

Encouraging productive
tension between ideas to
generate multiple new
pathways forward



*RATHER THAN: Rigorously resolving all contradictions and
suppressing dissent in order to pursue a single response*

6

Learning the way forward
through repeated
experimentation that
tolerates extended
uncertainty



*RATHER THAN: Detailed advance planning of
all new moves, implemented in known ways*

7

Making collaboration part
of our DNA, internally
and externally



*RATHER THAN: Privileging independent action and
maintaining strong boundaries, internally and externally*

8

Regularly giving things
up to shift human and
financial resources
adaptively



*RATHER THAN: Continuing everything once it's
launched, regardless of change in the world*

1

Questioning ingrained organizational assumptions early and routinely in a change process



2

Embracing big new strategic directions, holding them lightly, and being open to influence



3

Creating adventurous cross-functional teams that work outside traditional power structures



4

Bringing multiple network perspectives together to diversify knowledge



5

Encouraging productive tension between ideas to generate multiple new pathways forward



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Learning the way forward through repeated experimentation that tolerates extended uncertainty



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Making collaboration part of our DNA, internally and externally



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Regularly giving things up to shift human and financial resources adaptively



Follow-up from today

Today

Identifying and responding to Complex Challenges
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Follow-up

Links to the recording, slides and other resources
Facebook group to share your steps + comments
Guidance on navigating crisis as adaptive leaders

Next two webinars

Tuesday, April 28th, at 1pm Eastern

Unpeeling a complex challenge. Creating new pathways forward. Investing in three stages. Squeezing the most from new ideas.

Tuesday, May 5th, at 1pm Eastern

Creating an Innovation Team, carrying out SERIs and prototypes. Things to watch out for along the journey. And where next?

Pathways to Resilience

The vital work of adapting our organizations during, and after, the pandemic

Thanks everyone! See you next week.

With Richard Evans and guests

