

Pathways to Resilience

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

Session 3: Creating new pathways forward in complexity

With Richard Evans and guests





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

1. *Attempt what is not certain. Certainty may or may not come later. It may then be a valuable delusion.*
2. *The pretty, initial position which falls short of completeness is not to be valued – except as a stimulus for further moves.*
3. *DO search. But in order to find other than what is searched for.*
4. *Use and respond to the initial fresh qualities but consider them absolutely expendable.*
5. *Somehow don't be bored – but if you must, use it in action. Use its destructive potential.*
6. *Mistakes can't be erased but they move you from your present position.*
7. *Be careful only in a perverse way.*

Richard Diebenkorn
Notes to myself on beginning a painting

Omari Rush

Executive Director of CultureSource in
Detroit, MI

Lauren Brandt-Schloss

Executive Director of the USDAN Summer
Camp for the Arts, Wheatley Heights, NY

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 challenges have you identified in moving forward that you reckon are Complex?

*Phrase them as an aspiration:
«To.....»*

Quick Recap of previous sessions



Making Disorder Generative

Question old assumptions, create hunches, test with small experiments

Bring back the experts, give them authority

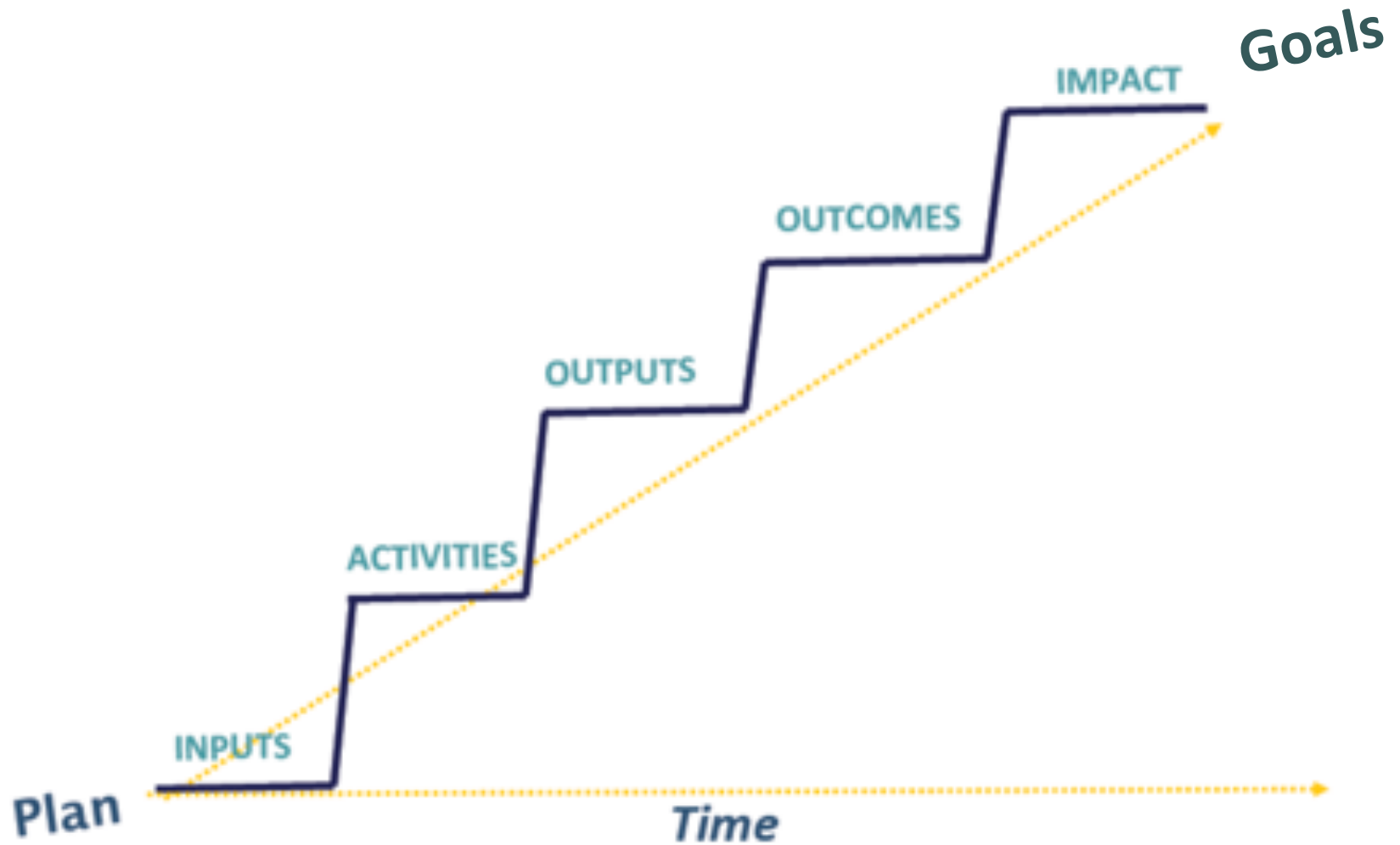
Seek other opinions – employ ‘useful doubt’ to double-check

Build diverse networks, listen to the perspectives of outliers

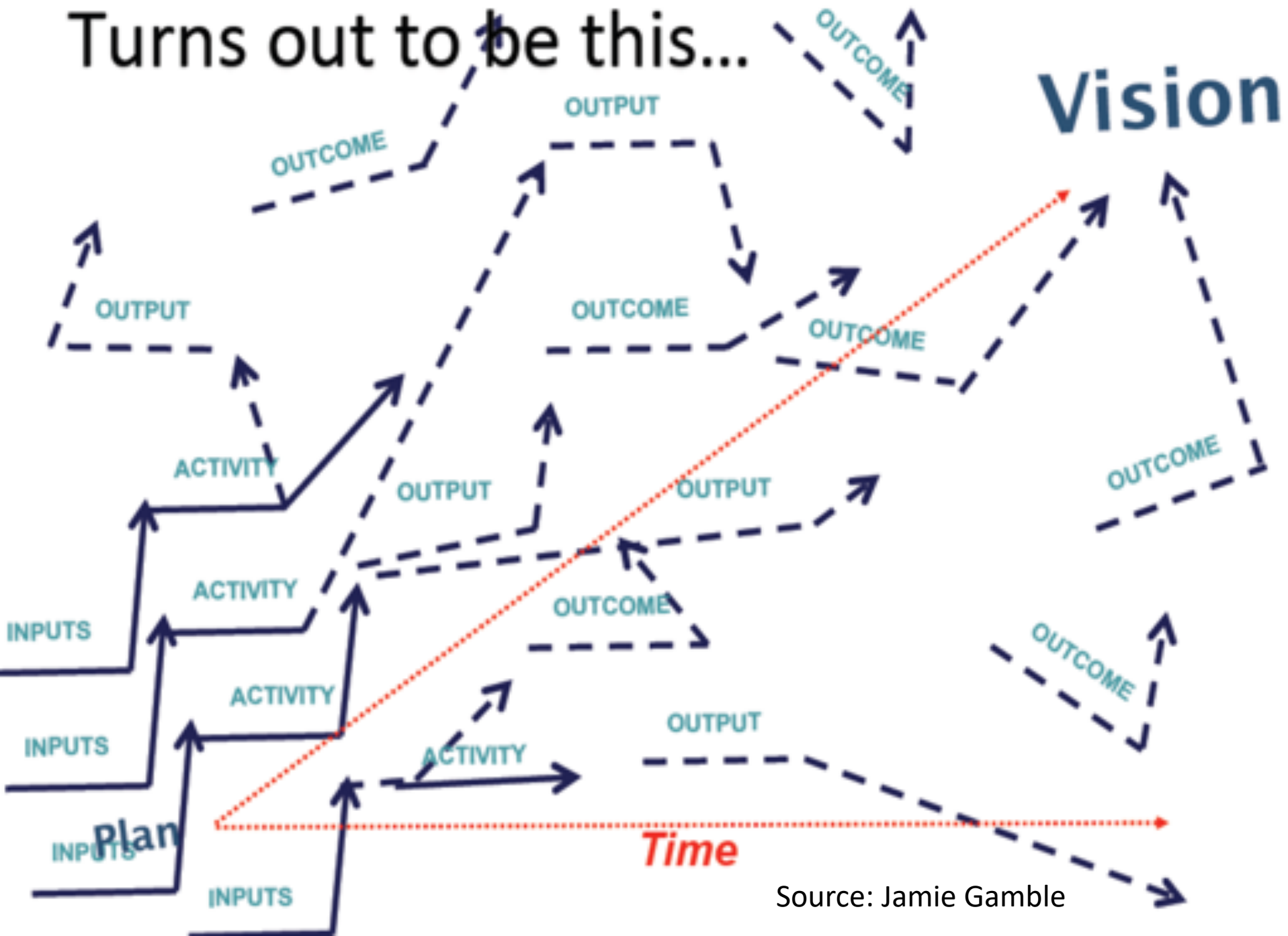
Manage crisis, then work with creatives on new ideas

Beware of sucking resources into dead ends

Complex situations are ones in which this:

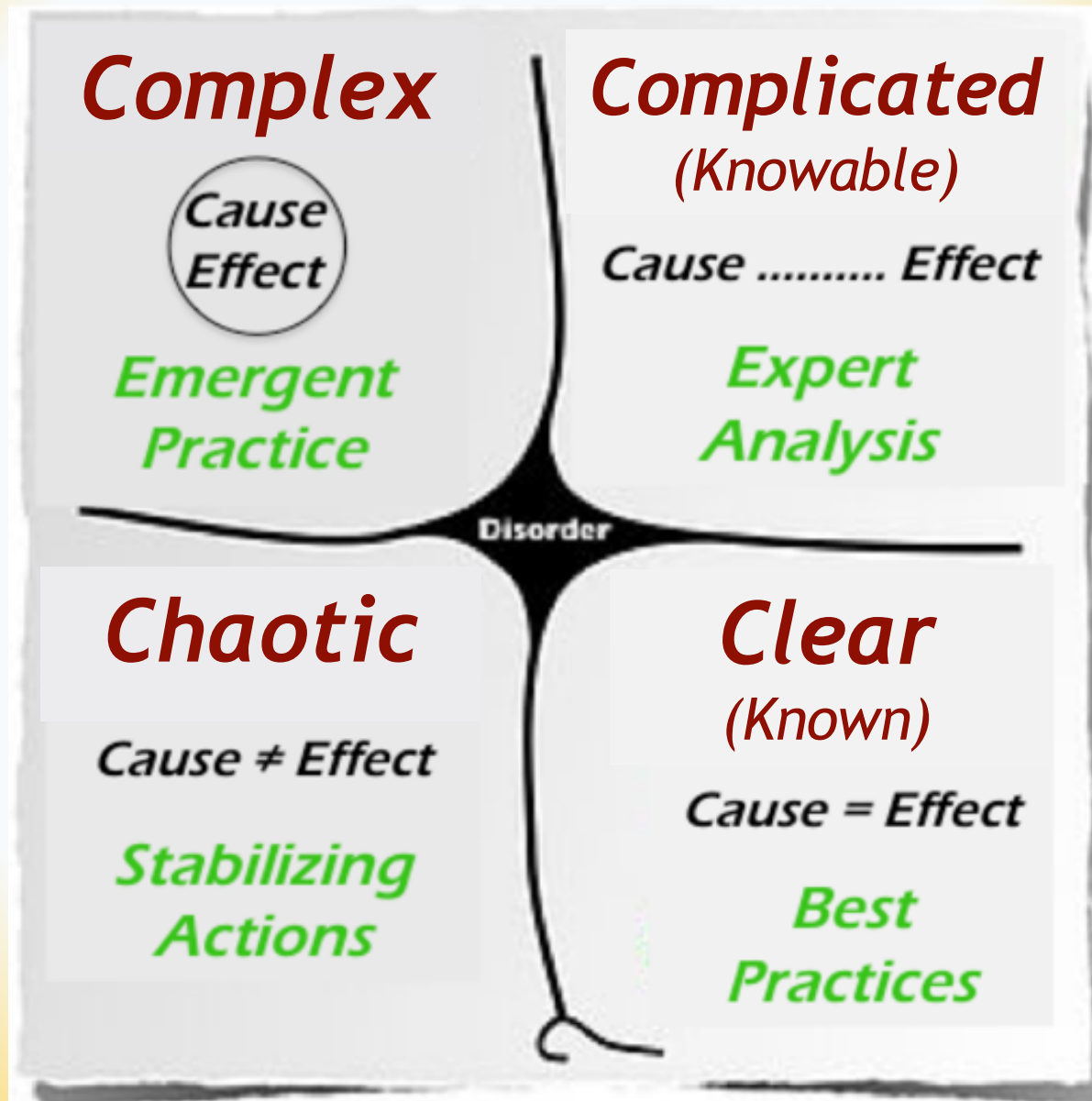


Turns out to be this...



Source: Jamie Gamble

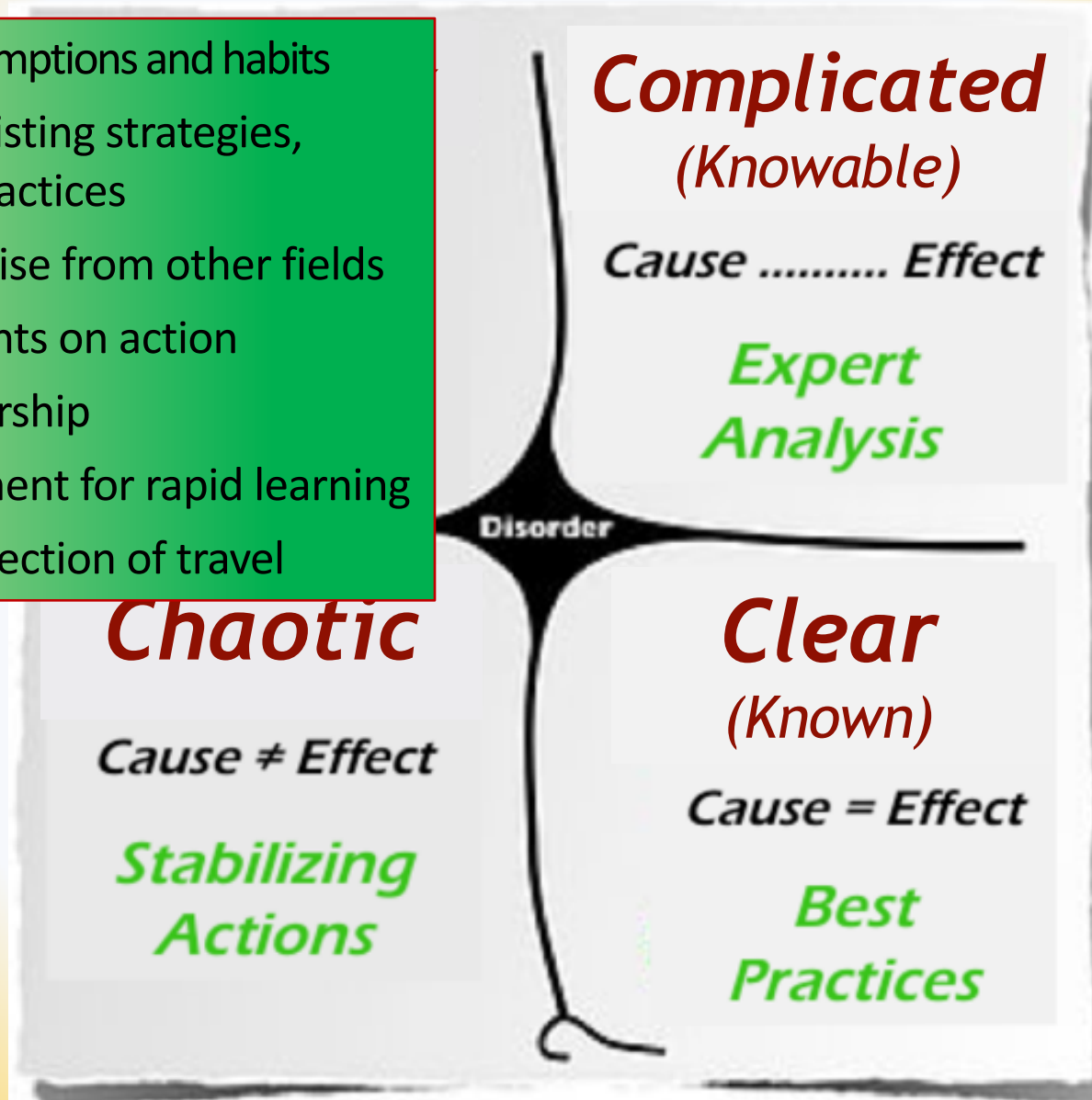
The Cynefin Framework



Source: Dave Snowden/
Cognitive Edge

The Cynefin Framework

- Let go of old assumptions and habits
- Diverge from existing strategies, discover next practices
- Translate expertise from other fields
- Loosen constraints on action
- Distribute leadership
- Probe + experiment for rapid learning
- Focus on the direction of travel



Source: Dave
Snowden/
Cognitive Edge

Lowering barriers to adapting

By limiting habits of mind and typical behaviors

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

By loosening organizational constraints

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

By letting go of ingrained assumptions

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

Eight Essential Adaptive Capacities

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



6

Learning the way forward through repeated experimentation that tolerates extended uncertainty



7

Making collaboration part of our DNA, internally and externally

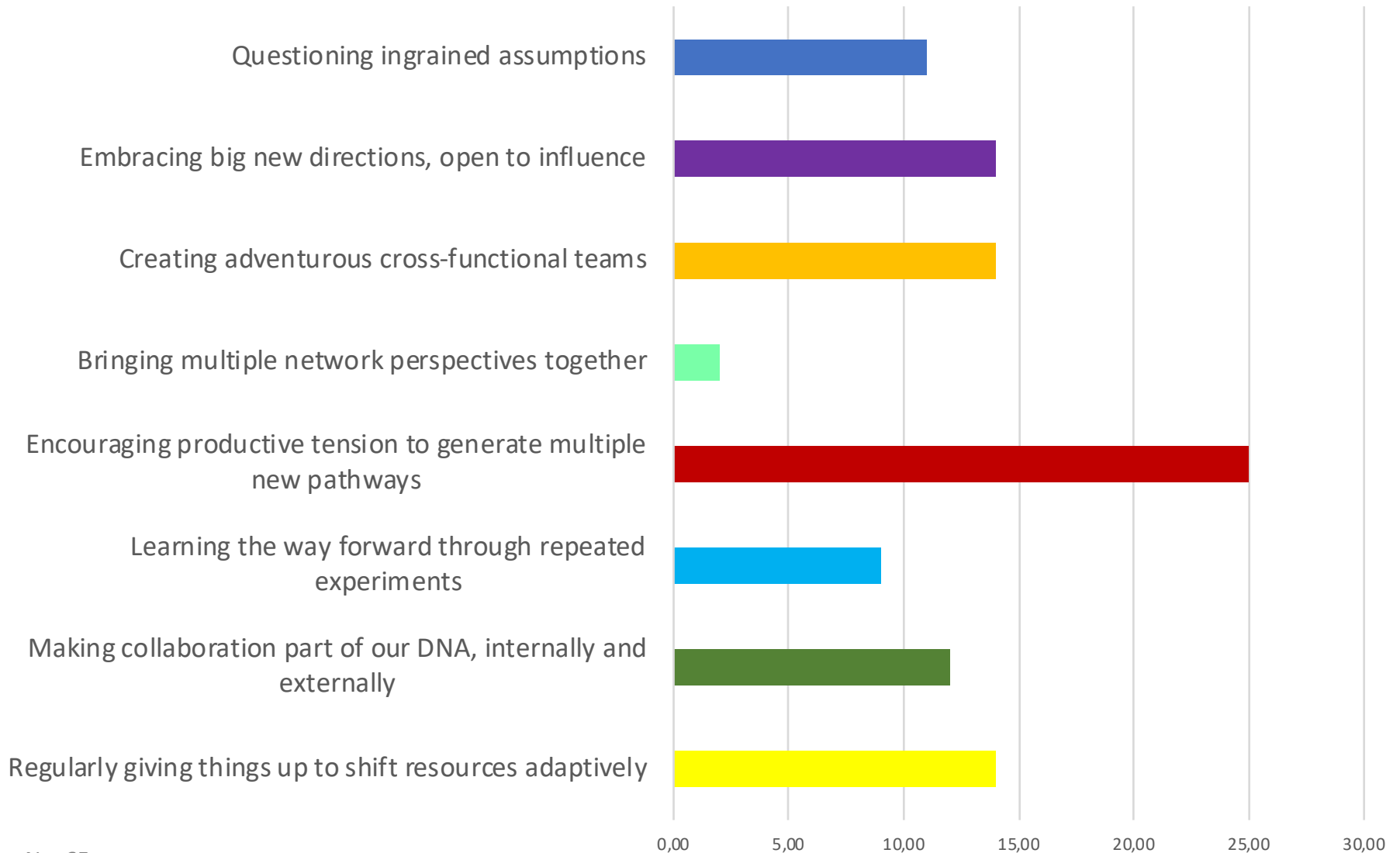


8

Regularly giving things up to shift human and financial resources adaptively



Which of these adaptive capacities are you most interested to learn more about?



N = 65

Today's topics

Last time

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

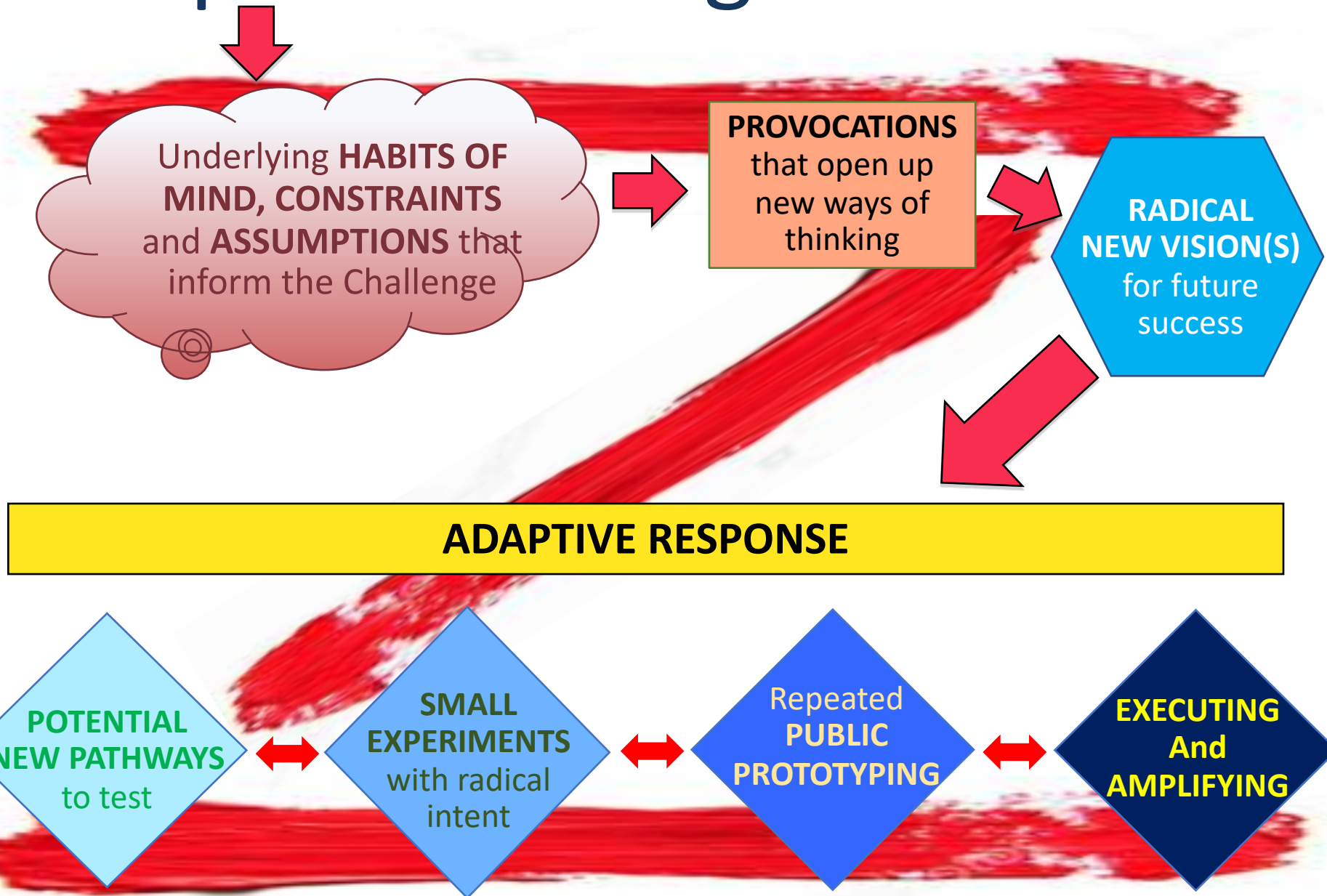
Today

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

Next week

Creating an Innovation Team
SERIs and prototypes
Things to watch out for

Complex Challenge



Different Paths for Different Challenges

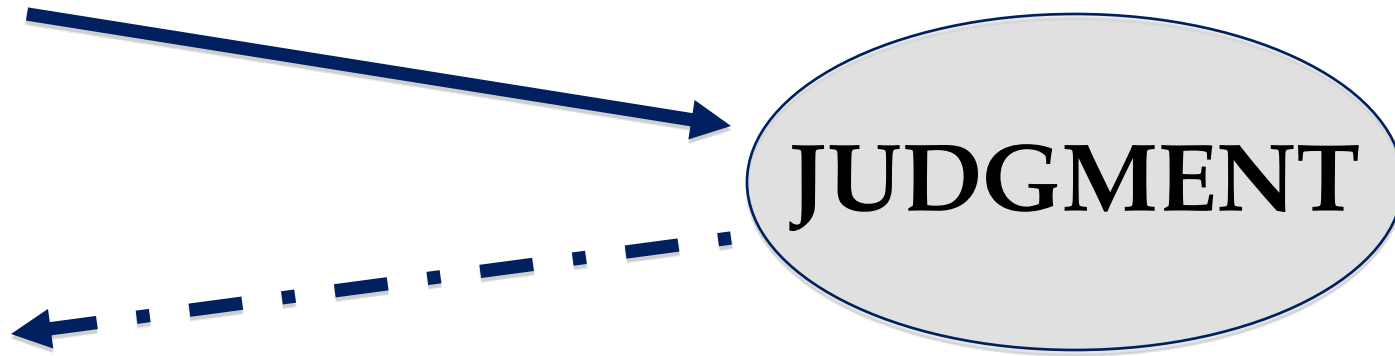
TECHNICAL

1. Consult with Experts
2. Adopt Good or Best Practices
3. Assemble Implementation Plan

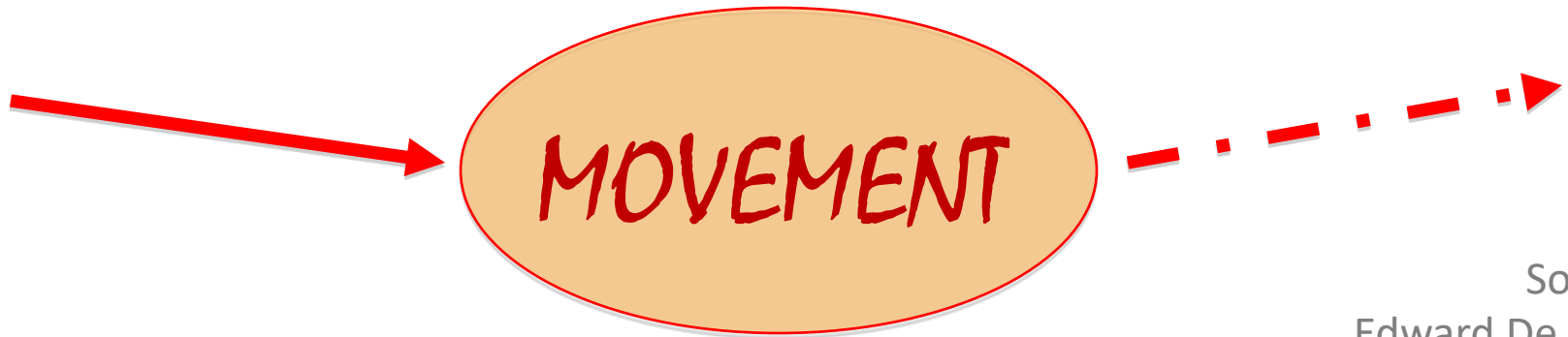
ADAPTIVE

1. *Identify Radical New Visions*
2. *Generate Potential Innovative Strategies*
3. *Conduct Small Experiments with Radical Intent*

Our Mindset in Responding to New Ideas



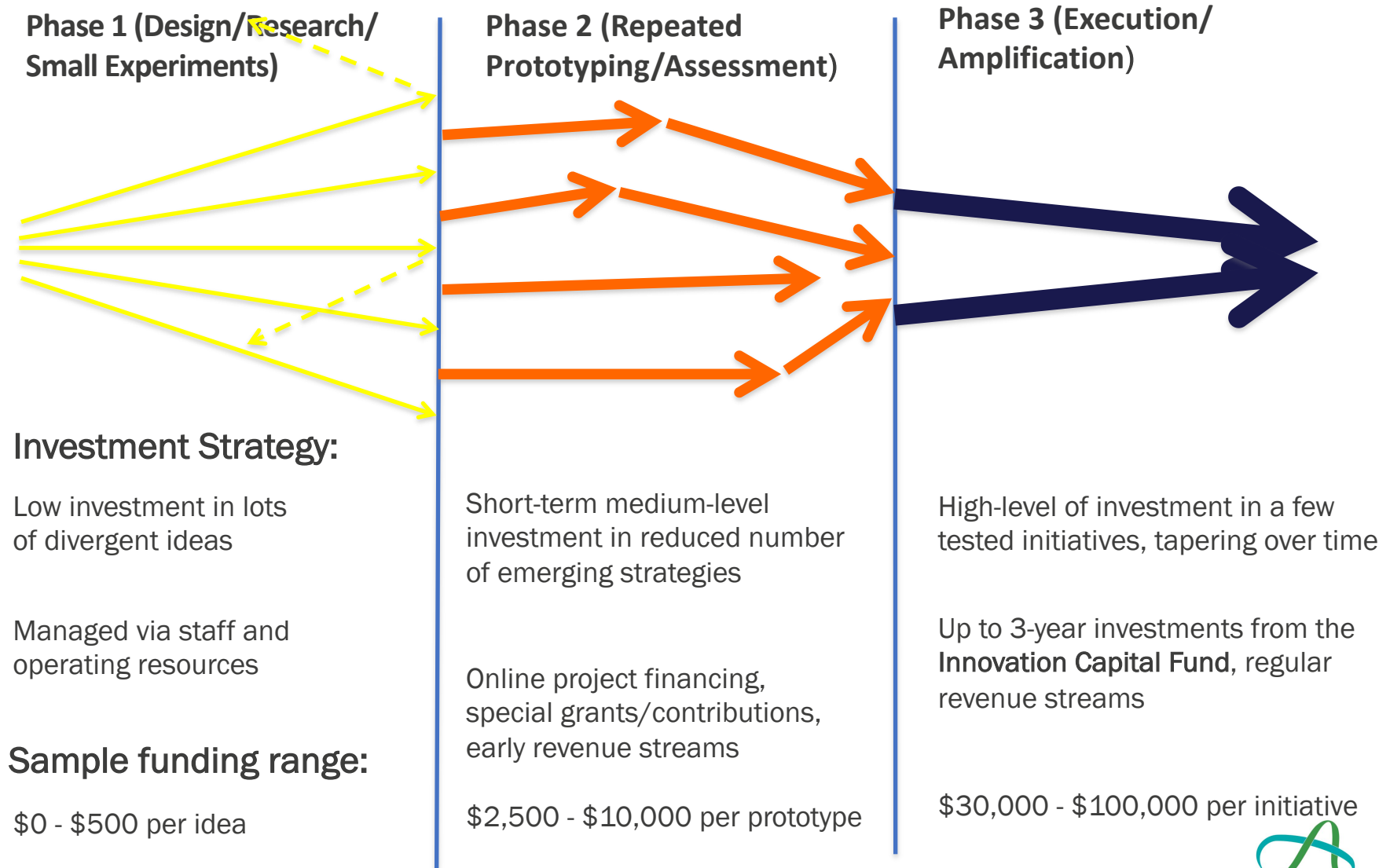
How does the idea stack up against my past experience?



Source:
Edward De Bono

What can we make of this idea?

Investing in Adaptive Work



Omari Rush

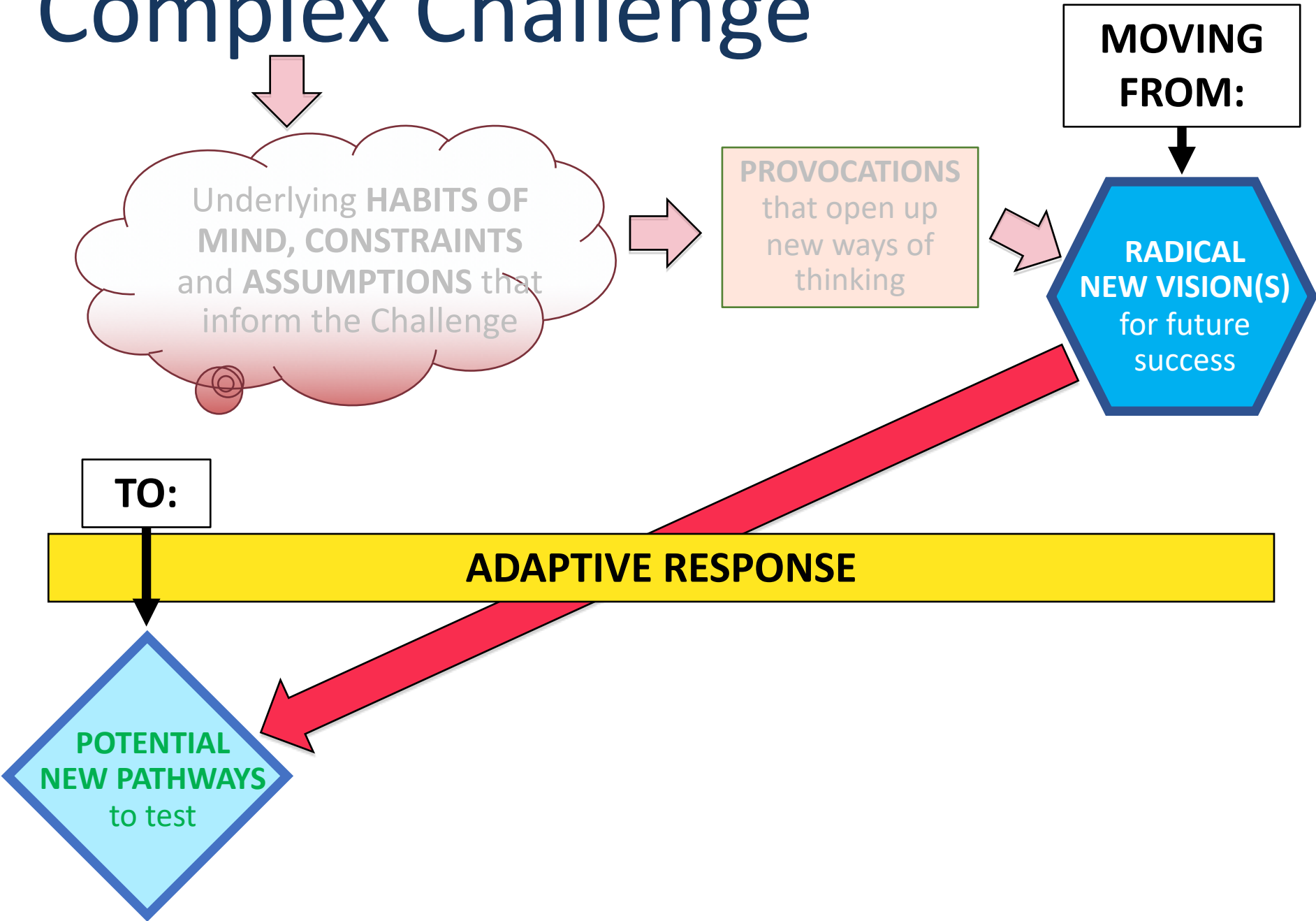
Executive Director

CultureSource

Detroit, MI



Complex Challenge



EDWARD DE BONO'S

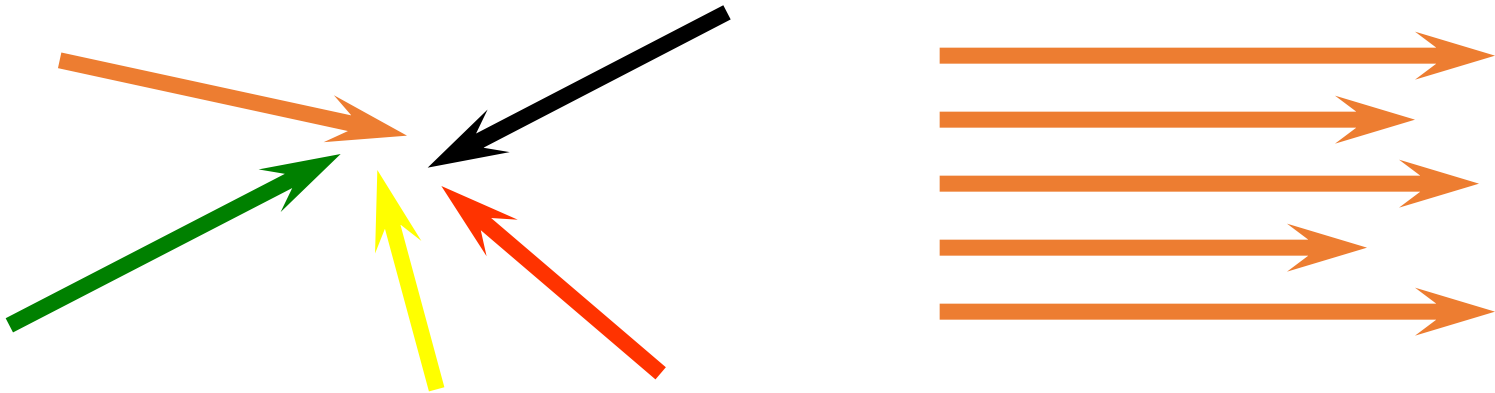
• **SIX THINKING HATS™**

*Software
For
The Mind*



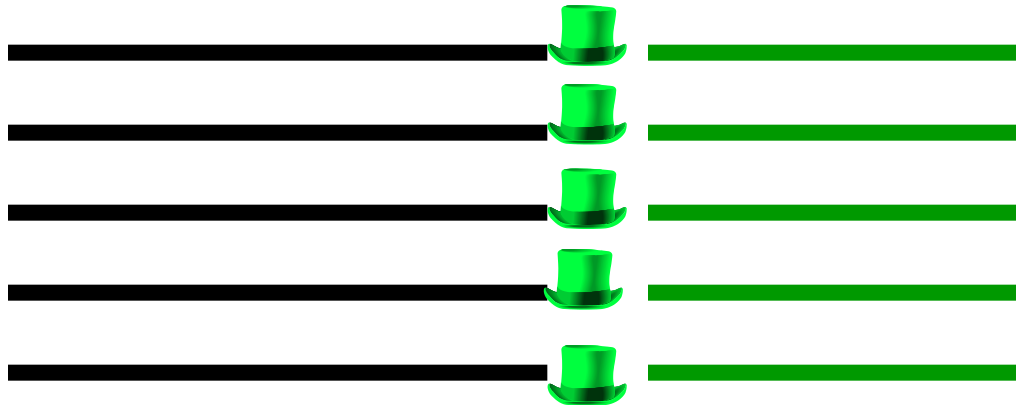
FRAMEWORK

Encourages parallel thinking



FRAMEWORK

Helps us to switch our thinking



BENEFITS OF THE SIX HATS

- Saves time - provides a common language for thinking
- Reduces conflict
- Allows specific time for creative thinking
- Easy and flexible application

INTRODUCING THE HATS



Manages the thinking process



Information available and needed



Alternatives and creative ideas



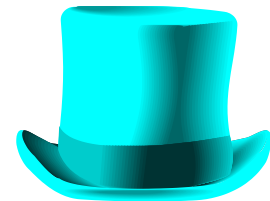
Benefits and value



Pitfalls and critical analysis

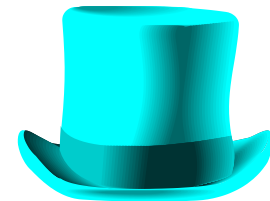
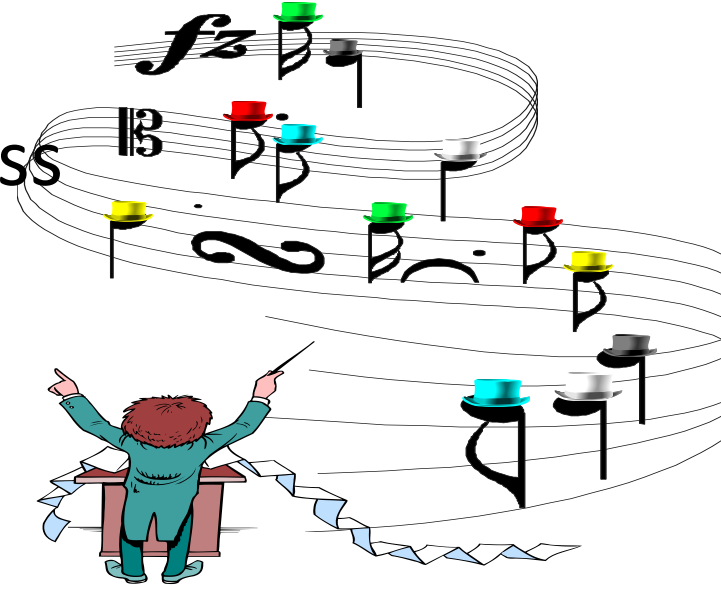


Feelings and intuitions



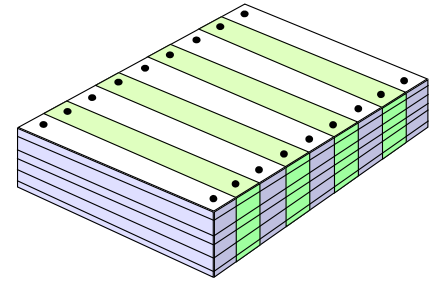
BLUE HAT

- Manages the thinking process
- Plans the meeting agenda
- Thinks about the thinking
- “Bookends” hat that can appear at beginning and end of full sequence



WHITE HAT

- What do we know (established facts, not opinions)?
- What do we need to find out?
- Where are we going to get it?



RED HAT

- Feelings
- Legitimizes emotion and intuition
- A “gut” reaction
- Try to verbalize it using one word, e.g., happy, upset, unsure....



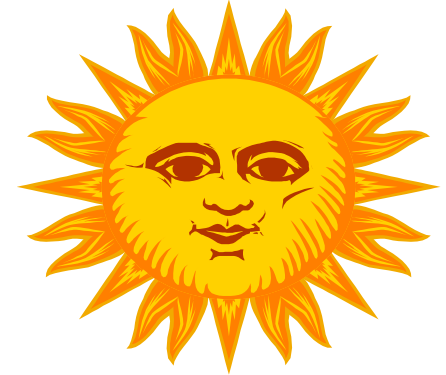
BLACK HAT

- Aspects to focus particularly careful attention on
- Critical appraisal
- Pitfalls to watch out for
- Existing and potential downsides



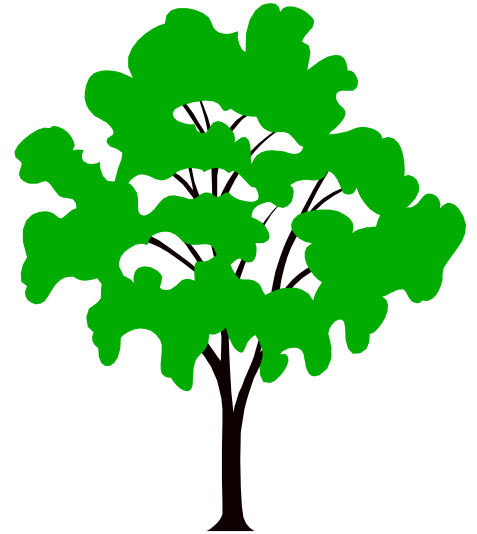
YELLOW HAT

- Benefits and value
- Both existing and potential
- The logical positive, the upside



GREEN HAT

- A more creative approach or strategy
- Deeply challenging the status quo
- Alternatives and possibilities



Using Six Thinking Hats

The Complex Challenge:

To enable artists and art work to become essential parts of community life

A Radical New Vision of Success:

Doctors prescribe art-making for mental health and physical well-being.

Use the cHAT function to respond to each Hat question.

TODAY'S HAT SEQUENCE



Lauren Brandt-Schloss

Executive Director

USDAN Summer Camp for the Arts

Wheatley Heights, NY



Follow-up from today

Today

Unpeeling the layers of a complex challenge

Phasing your investment in innovation

Getting the most out of a new idea

Follow-up

Links to the recording, slides and other resources

Facebook group to share your steps + comments

Guidance on navigating crisis as adaptive leaders

Final webinar

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

