

Pathways to Resilience

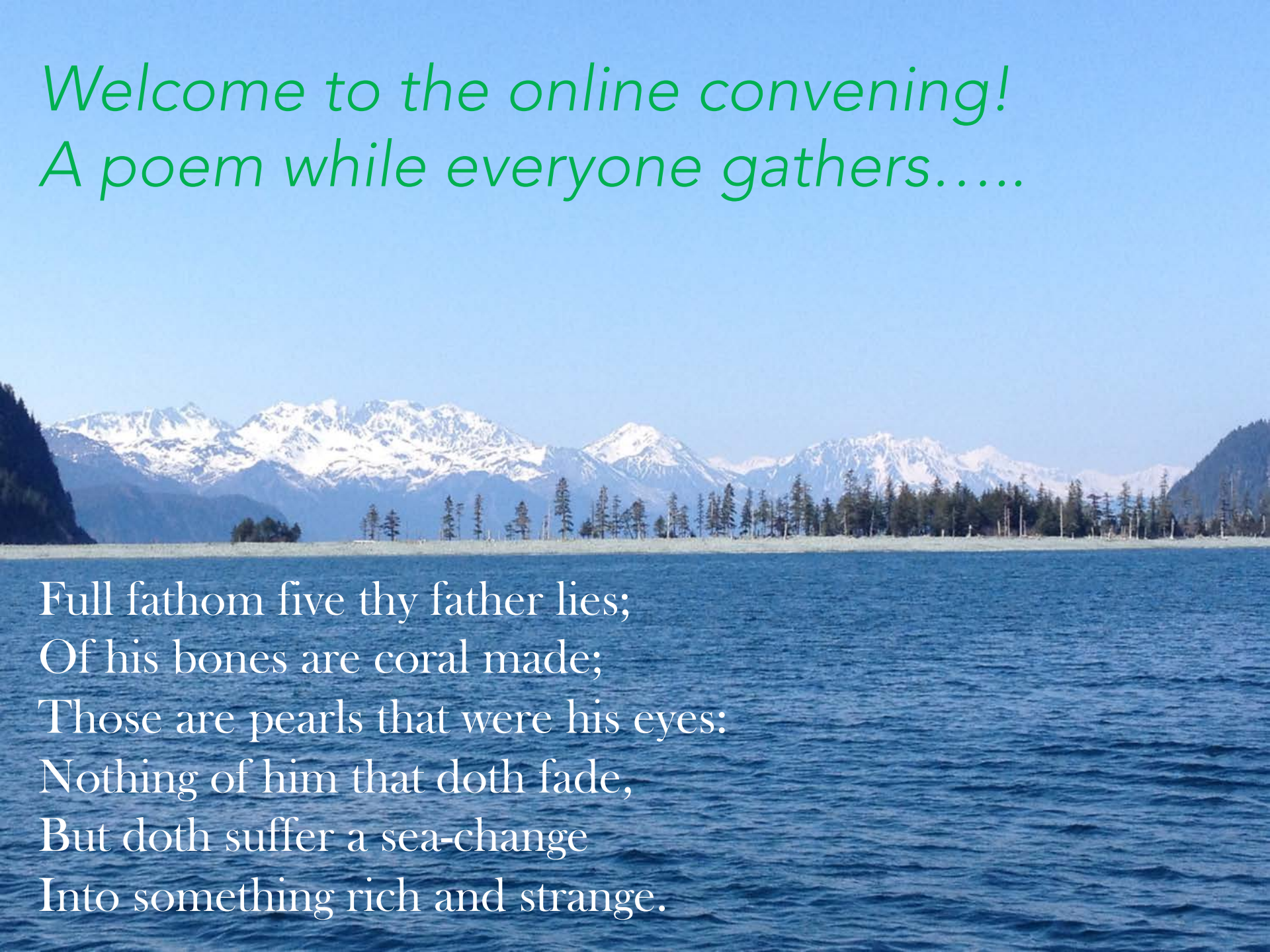
*The vital work of adapting our organizations
during, and after, the pandemic*

Session 1: Moving on from Disorder

With Richard Evans and guests



*Welcome to the online convening!
A poem while everyone gathers.....*



Full fathom five thy father lies;
Of his bones are coral made;
Those are pearls that were his eyes:
Nothing of him that doth fade,
But doth suffer a sea-change
Into something rich and strange.

Guide to the session

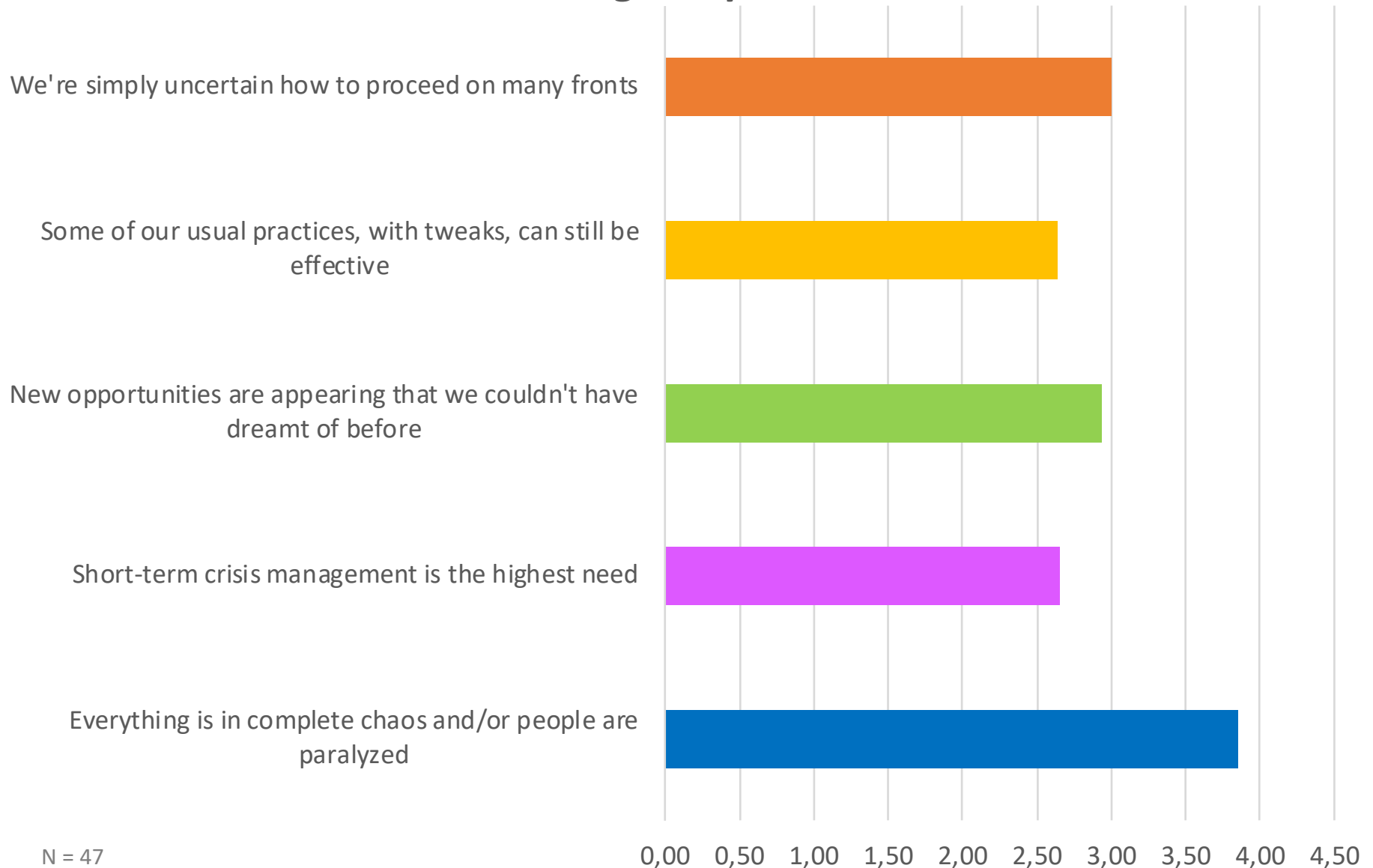
1. *Please use the Chat Box to send in questions or comments at any time.*
2. *We'll collect them and answer some at the end.*
3. *We'll follow up with materials and more responses.*

*One does not discover new lands
without first consenting
to lose sight of the shore.*

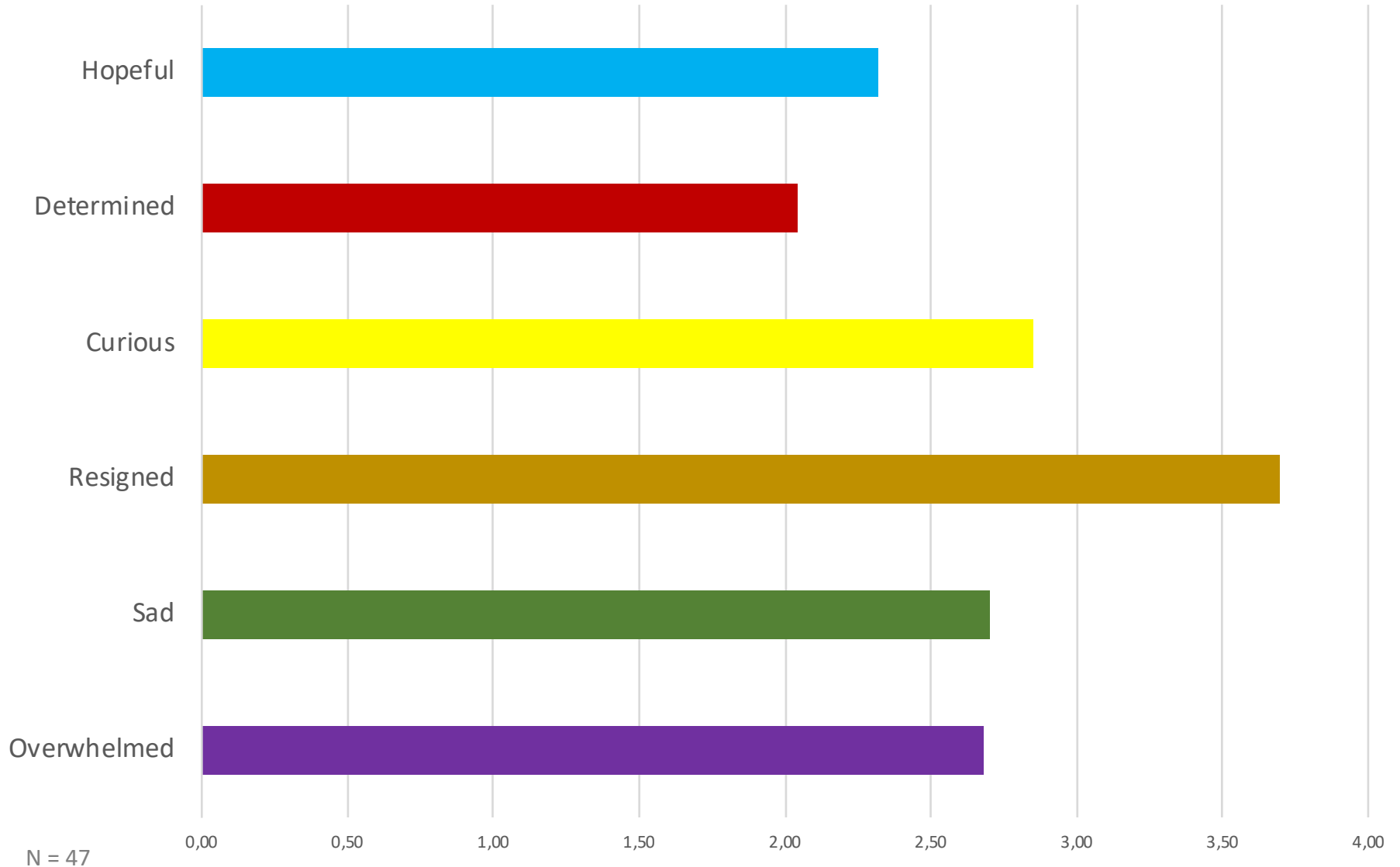
André Gide



How would you describe the current conditions you're having to operate in?



How would you describe the balance of emotional states across your team or organization right now?



Respond in the Chat Box

In what areas of your work does it seem clear what to do – or at least there's a sense of having little alternative?

And around what issues would you say there's the most confusion and uncertainty?

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/

Alli Celebron-Brown

President and CEO of the McColl Center for
Arts & Innovation in Charlotte

Jaime Martino

Executive Director of Tapestry Opera in
Toronto

Weekly webinars

Today

Orientation, a framework to deal with confusion and uncertainty, making different kinds of sense of things.

April 21st

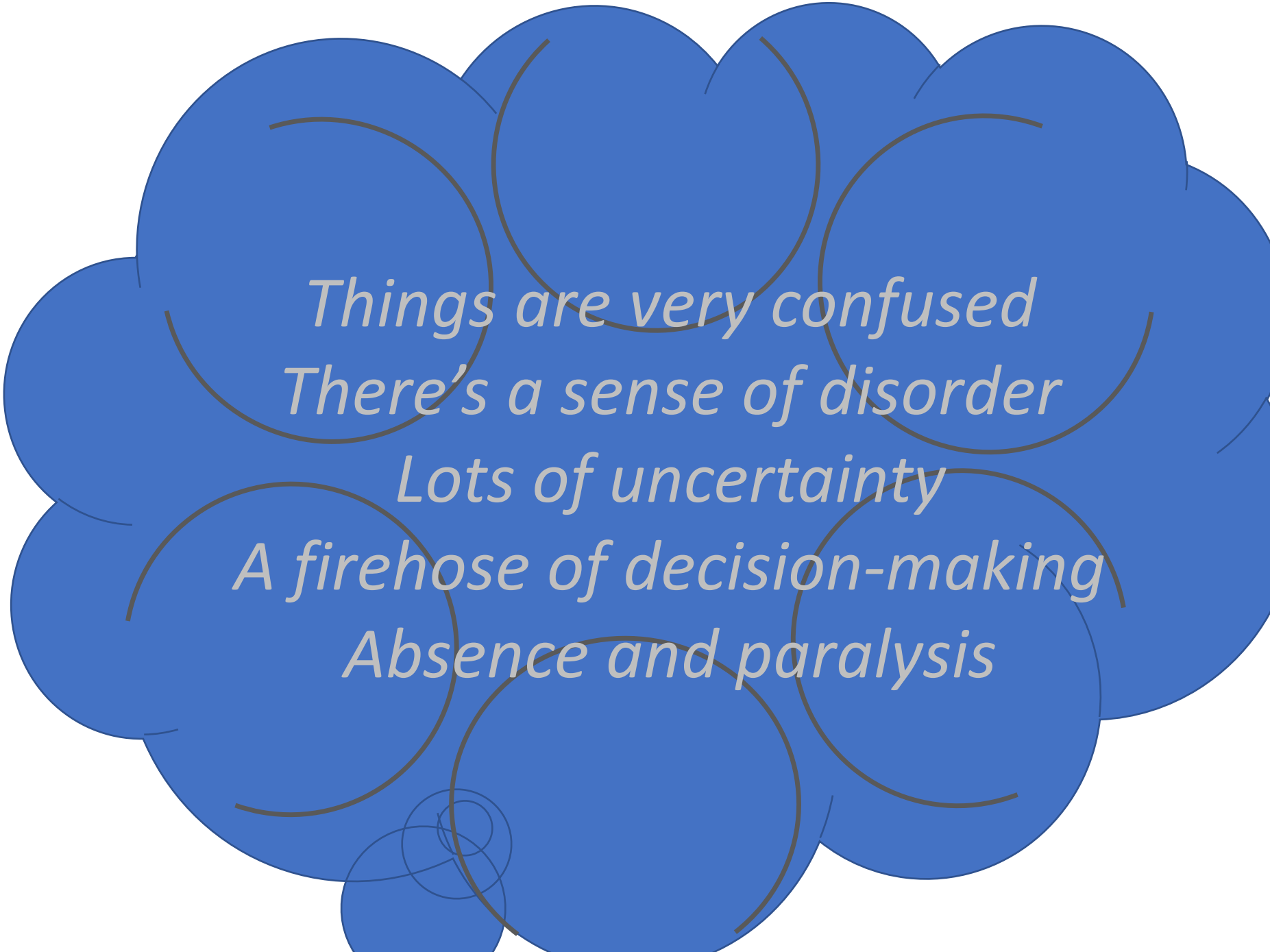
Using a sense-making framework to identify complex challenges. Overcoming barriers and building adaptive capacity.

April 28th

Moving from old habits of mind to new directions. A technique for developing and reviewing potential new pathways.

May 5th

A way to structure the process of moving forward. Learning from small experiments. Dynamics to watch out for.



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

NAVIGATING
COMPLEXITY
(unknown)

*Making
Disorder
Generative*

MANAGING
EXPERTISE
(knowable)

RELYING ON
PROCEDURES
(known)

*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

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graph TD; C1((1. Question old assumptions, create hunches, test with small experiments)) --> C2((2. Bring back the experts, give them authority)); C2 --> C3((3. Seek other opinions – employ 'useful doubt' to double-check)); C3 --> C4((4. Beware of sucking resources into dead ends)); C4 --> C5((5. Manage crisis, then work with creatives on new ideas)); C5 --> C6((6. Build diverse networks, listen to the perspectives of outliers)); C6 --> C1;
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1. Question old assumptions, create hunches, test with small experiments

2. Bring back the experts, give them authority

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

4. Beware of sucking resources into dead ends

5. Manage crisis, then work with creatives on new ideas

6. Build diverse networks, listen to the perspectives of outliers

Follow-up from today

Today

Orientation, a framework to deal with confusion and uncertainty, making different kinds of sense of things.

Follow-up

Links to the recording, slides and other resources
GoogleDoc for sharing your steps and comments
Guidance on navigating crisis as adaptive leaders

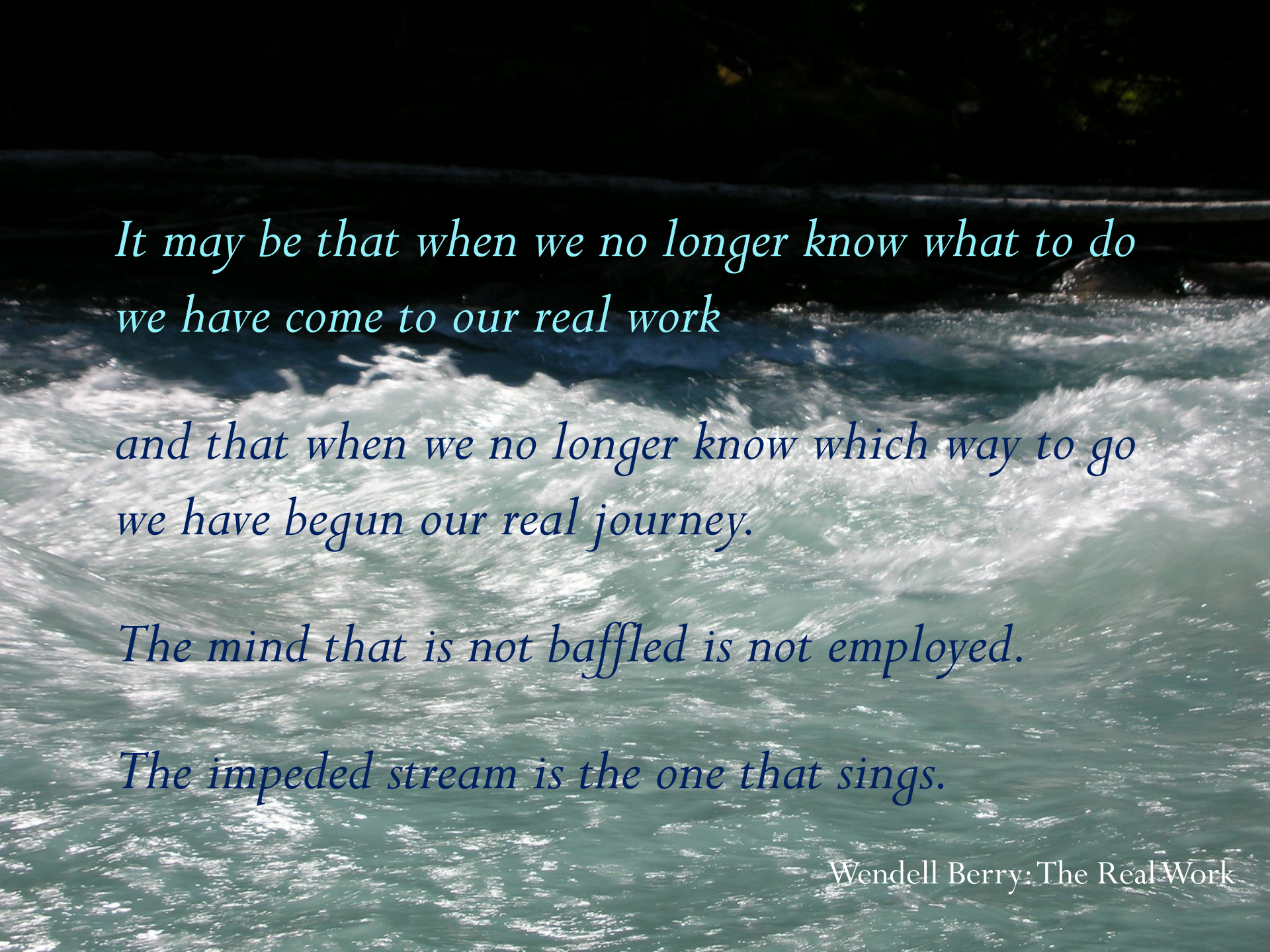
Next two webinars

Tuesday, April 21st, at 1pm Eastern

Using a sense-making framework to identify complex challenges. Overcoming barriers and building adaptive capacity.

Tuesday, April 28th, same time

Moving from old habits of mind to new directions. A technique for developing and reviewing potential new pathways.

A photograph of a fast-moving stream with white water rapids. The water is a mix of deep blue and white foam, cascading over dark, submerged rocks. The background is dark and out of focus, suggesting a forested area.

*It may be that when we no longer know what to do
we have come to our real work*

*and that when we no longer know which way to go
we have begun our real journey.*

The mind that is not baffled is not employed.

The impeded stream is the one that sings.

Wendell Berry: The Real Work

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