

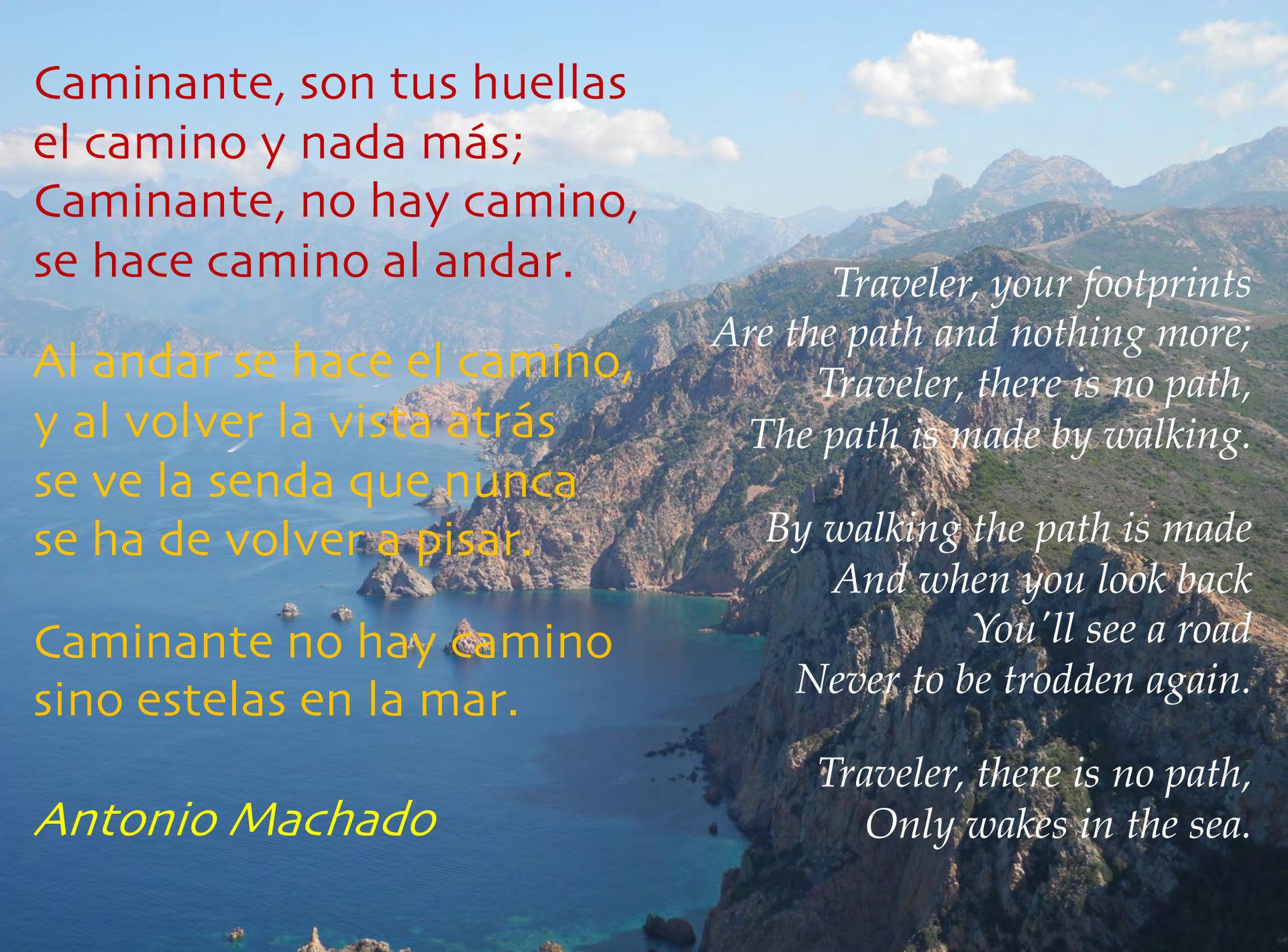
Pathways to Resilience

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

Session 4: A team journey through experiments

With Richard Evans and guests





Caminante, son tus huellas
el camino y nada más;
Caminante, no hay camino,
se hace camino al andar.

Al andar se hace el camino,
y al volver la vista atrás
se ve la senda que nunca
se ha de volver a pisar.

Caminante no hay camino
sino estelas en la mar.

Antonio Machado

*Traveler, your footprints
Are the path and nothing more;
Traveler, there is no path,
The path is made by walking.*

*By walking the path is made
And when you look back
You'll see a road
Never to be trodden again.*

*Traveler, there is no path,
Only wakes in the sea.*

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 resources from today.*

Priya Sircar

Director of Arts

Knight Foundation, Miami, FL

Michael Trent

Director of Performing Arts

Metcalfe Foundation, Toronto, ON

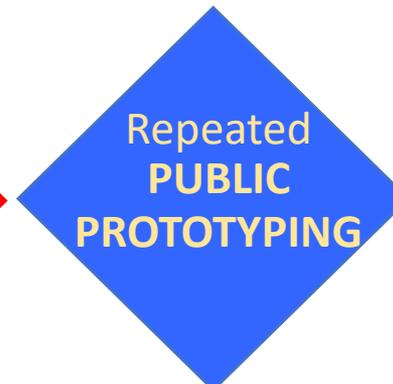
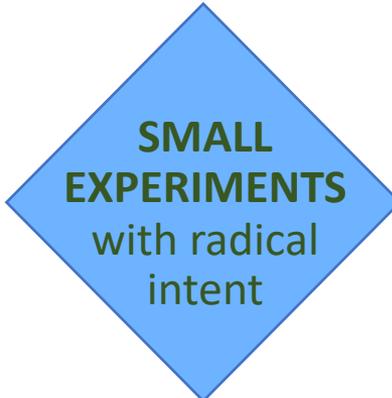
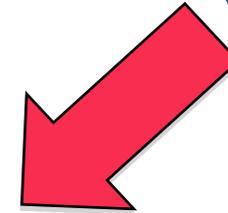
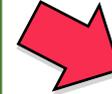
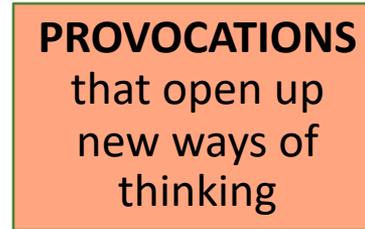
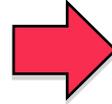
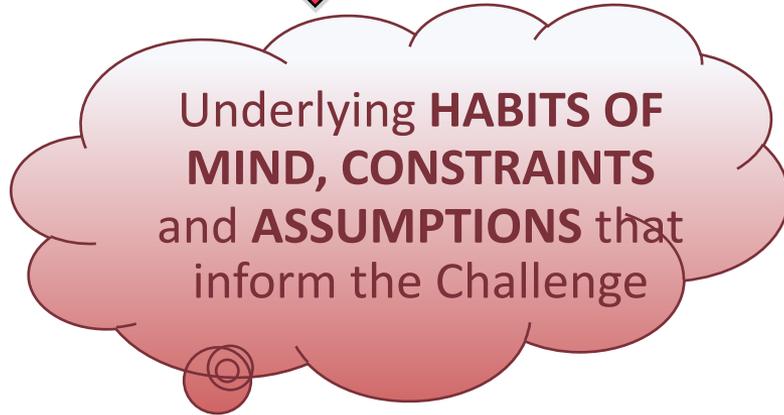
Chatbox

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

Or something you're continuing to think about from this series?

*Quick Recap of
the sessions*

Complex Challenge



Different Paths for Different Challenges

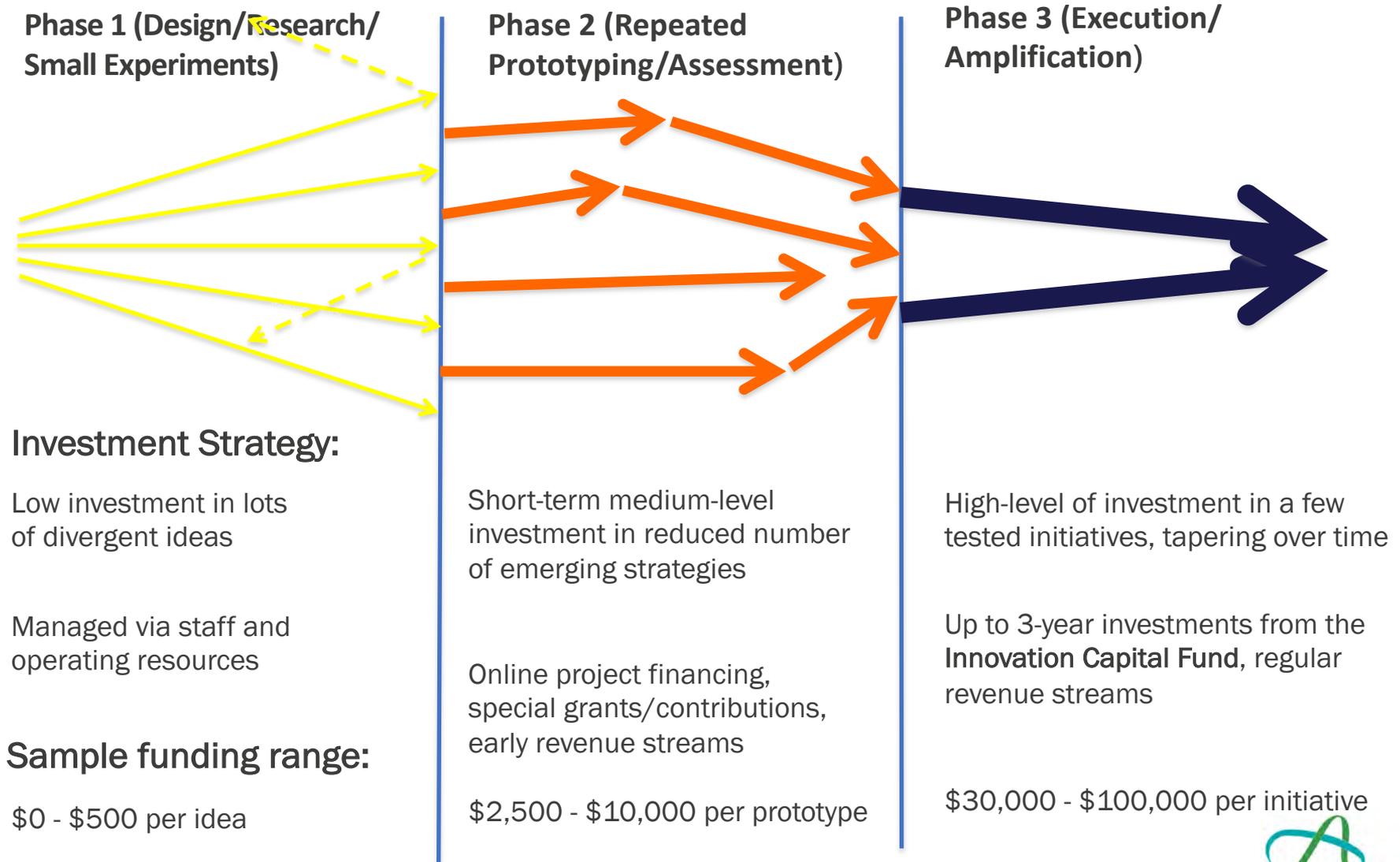
TECHNICAL

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*

Investing in Adaptive Work



EDWARD DE BONO'S

• **SIX THINKING HATS™**

**Software
For
The Mind**



Today's topics

Last time

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

Today

Composing an Innovation Team
Designing and learning from SERIs
Things to watch out for on the journey
Your questions

*Composing an
Innovation Team*

Key success factors in adaptive work:

- 1 How radical the new vision is
- 2 The composition and dynamics of the Innovation Team

Adaptive leadership is.....

*Mobilizing people's hearts
and minds to work together
differently to address
complex challenges.*

Ronald Heifetz

Team composition for adaptive work

- ✧ *Aim to disturb the culture*
- ✧ *Design strategies from diverse perspectives*
- ✧ *Surface and manage necessary tensions*

Effective team for adaptive work:

2 board members

2 artists/program leaders

2 - 3 staff members

3 - 4 new voices

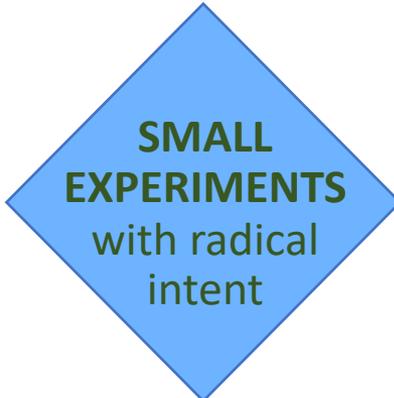
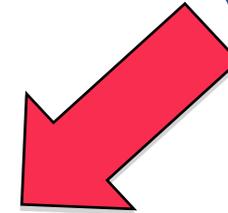
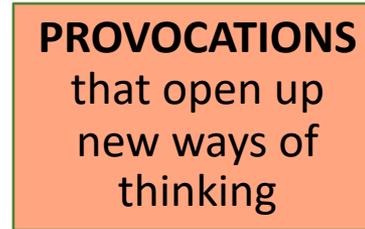
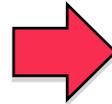
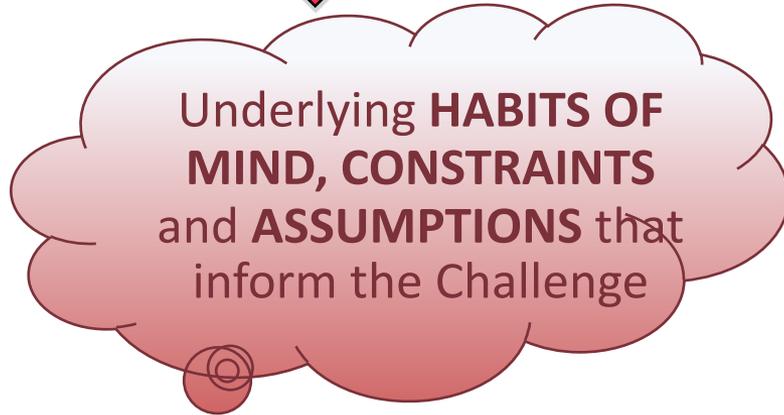
Working outside the mainstream

But be sure they
build a bridge to
the mainland

Give the team
Island Time.....

Source: Warren Bennis, *Organizing Genius*

Complex Challenge



Priya Sircar

Director of Arts

Knight Foundation, Miami, FL



*Designing Small
Experiments with
Radical Intent*

What are small experiments with radical intent?

1. Early research into possibilities: Learning by doing
2. Radical intent = a real departure from previous practice and a shift in assumptions
3. Require some vulnerability or risk
4. Rough and ready designs
5. Capacity is in place to carry them out

International
CHILDREN'S
FESTIVAL
of the ARTS



The **Butterfly** Effect

May 31-June 4, 2016





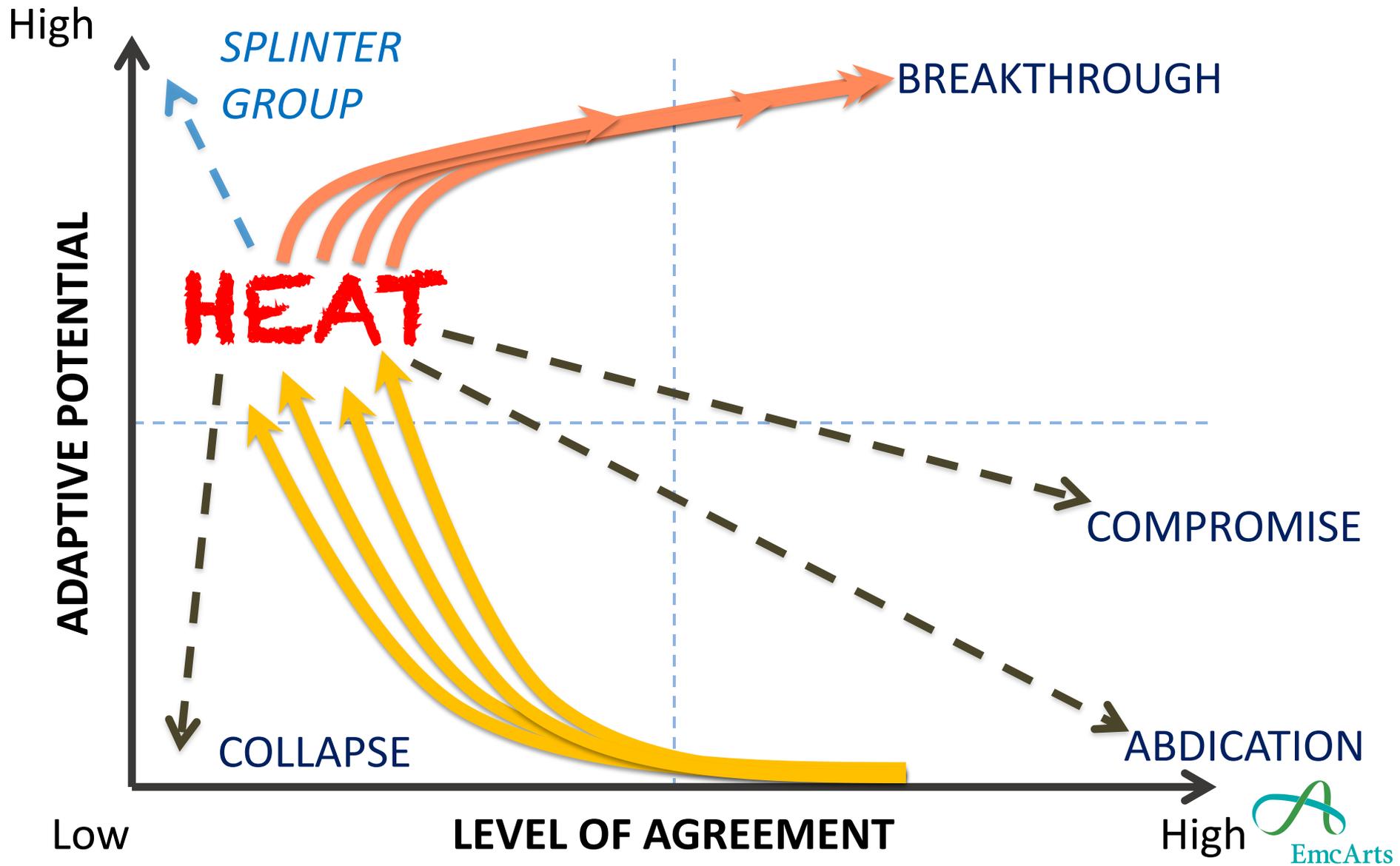


Designing Small Experiments: 4 Questions

1. What do we want to learn?
2. What are we going to do to learn this?
 - What exactly will happen?
 - When and where?
 - Who will it involve?
 - What resources do we need?
3. What data will we focus on capturing?
How will we capture it?
4. What shall we call each SERI?

*The Adaptive Journey:
Things to watch out for*

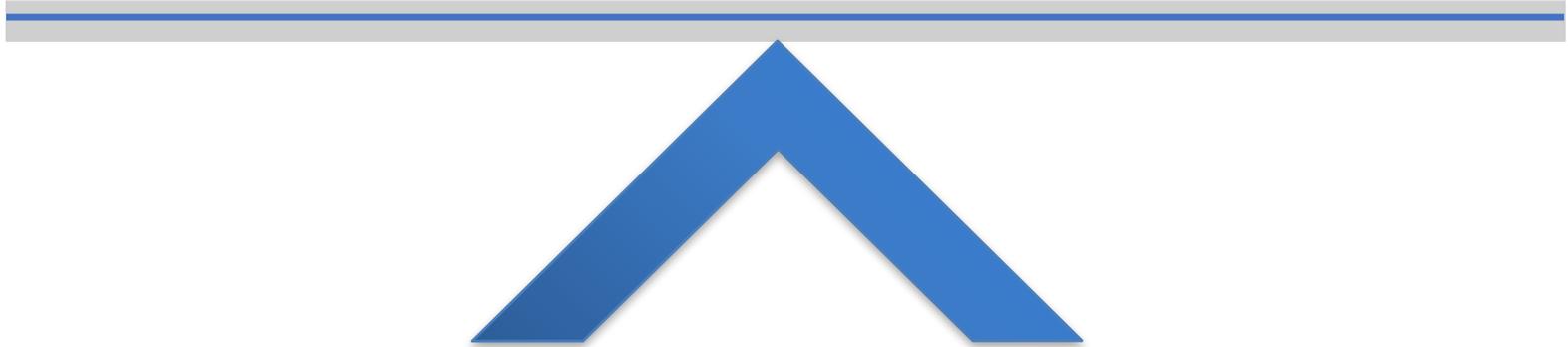
Trajectory of adaptive team dynamics



Balancing Advocacy and Inquiry

Advocacy

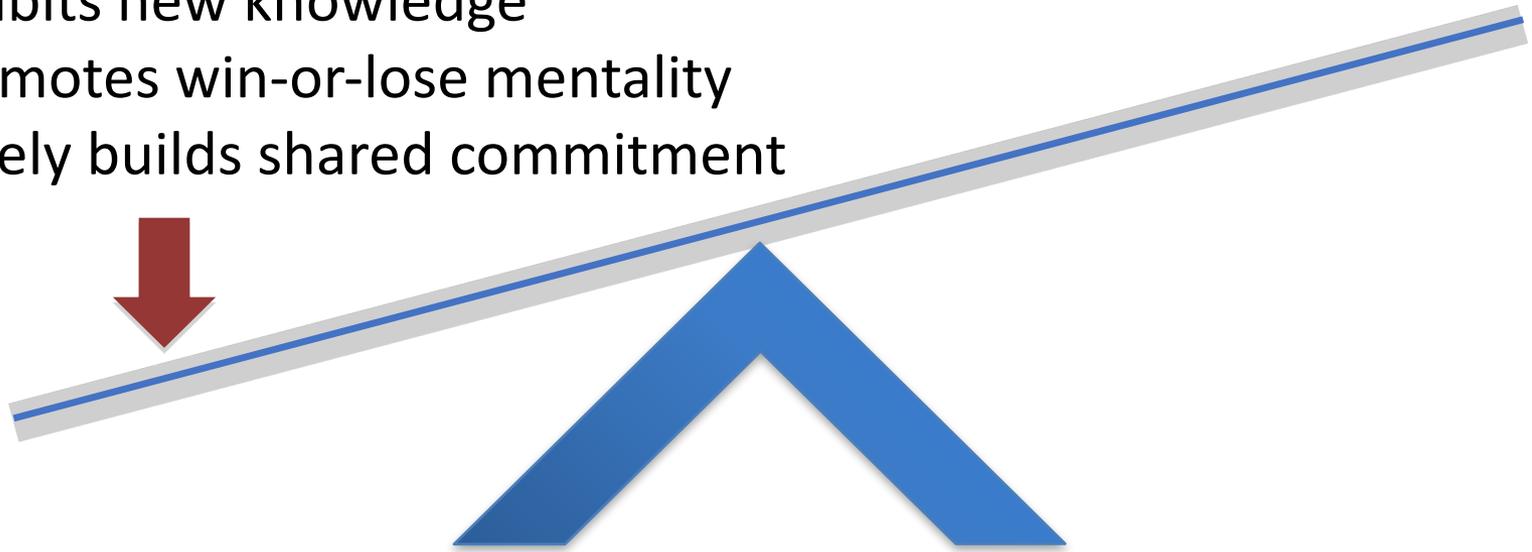
Inquiry



Strong views, lightly held.....

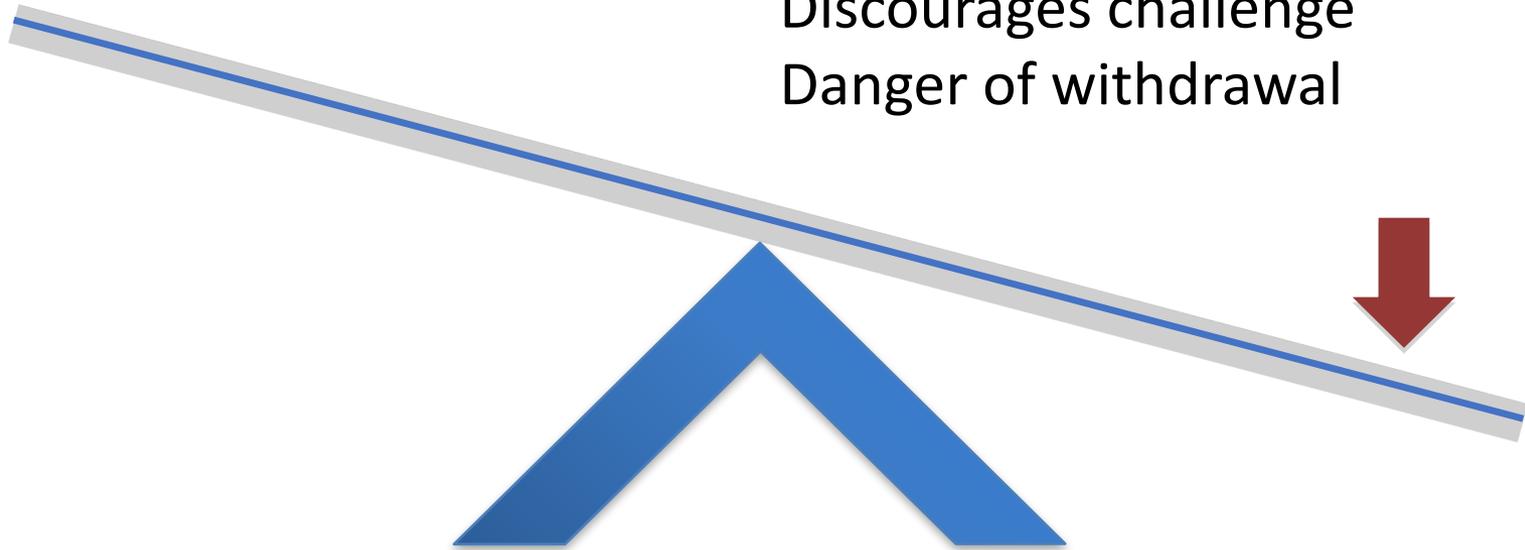
Too much Advocacy

- Only offers fixed conclusions
- Imposes a limited view
- Inhibits new knowledge
- Promotes win-or-lose mentality
- Rarely builds shared commitment



Too much Inquiry

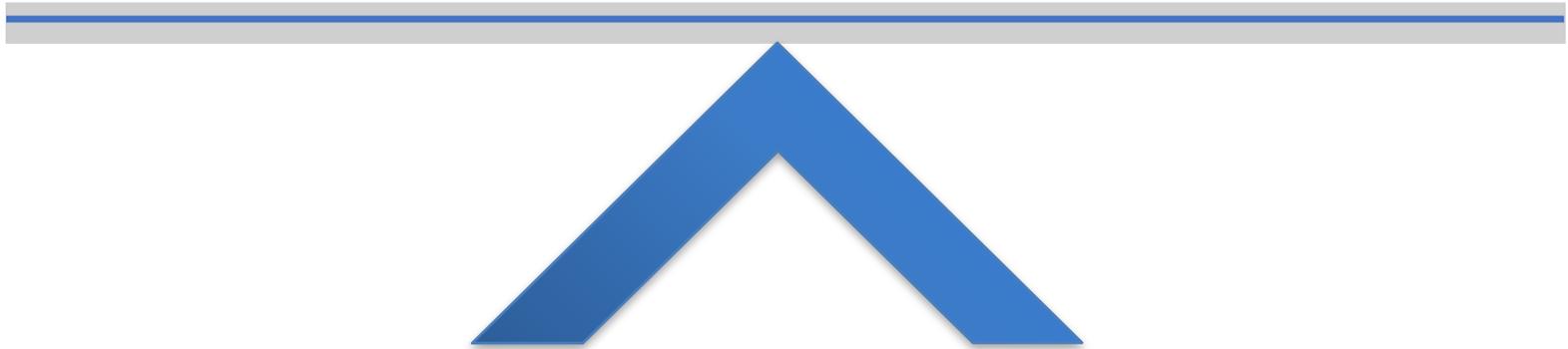
Can suggest a hidden agenda
“Leading the witness”
Discourages challenge
Danger of withdrawal



Balancing Advocacy and Inquiry

Advocacy

Inquiry



***Dialogue** – suspending all assumptions, creating a ‘container’ in which collective intelligence can emerge*

The Ladder of Inference

I adopt beliefs

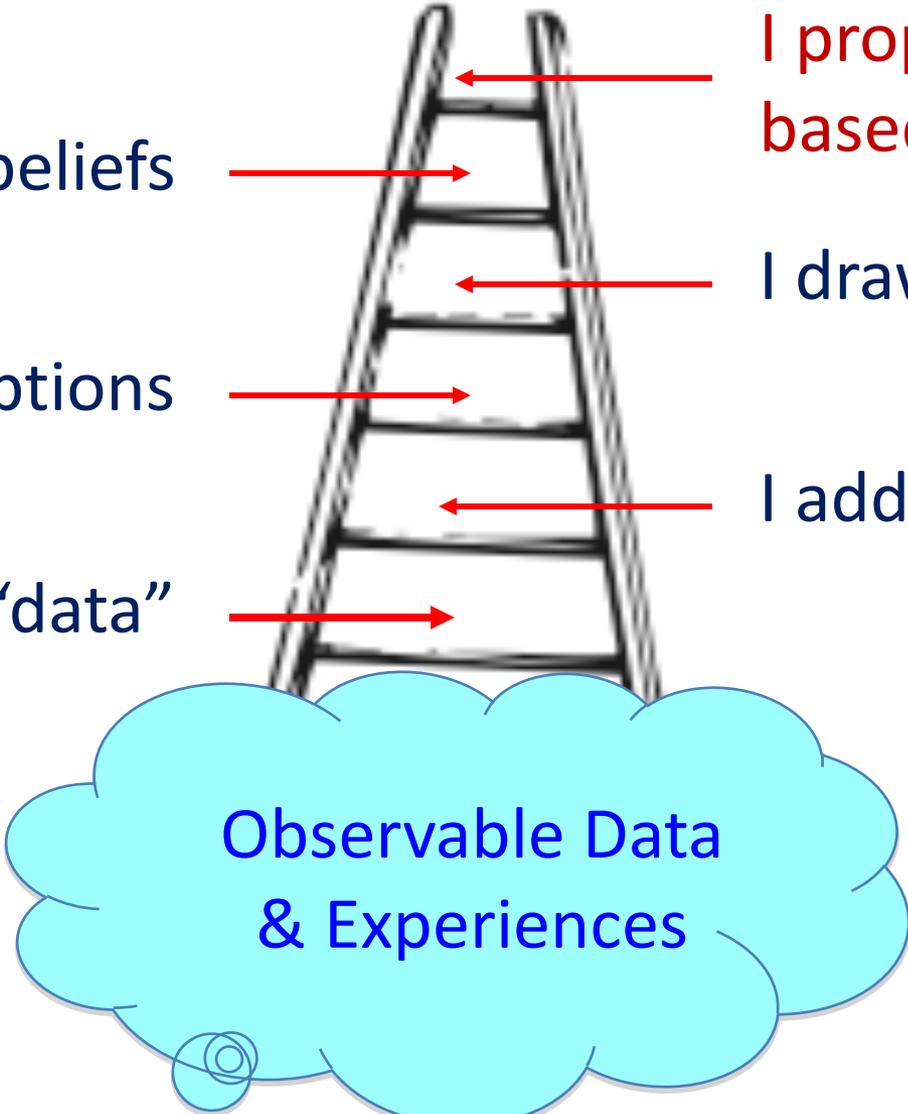
I propose actions
based on my beliefs

I make assumptions

I draw conclusions

I select "data"

I add meanings



Observable Data
& Experiences

How we work up the Ladder

“We should revamp the group to include different people.....”

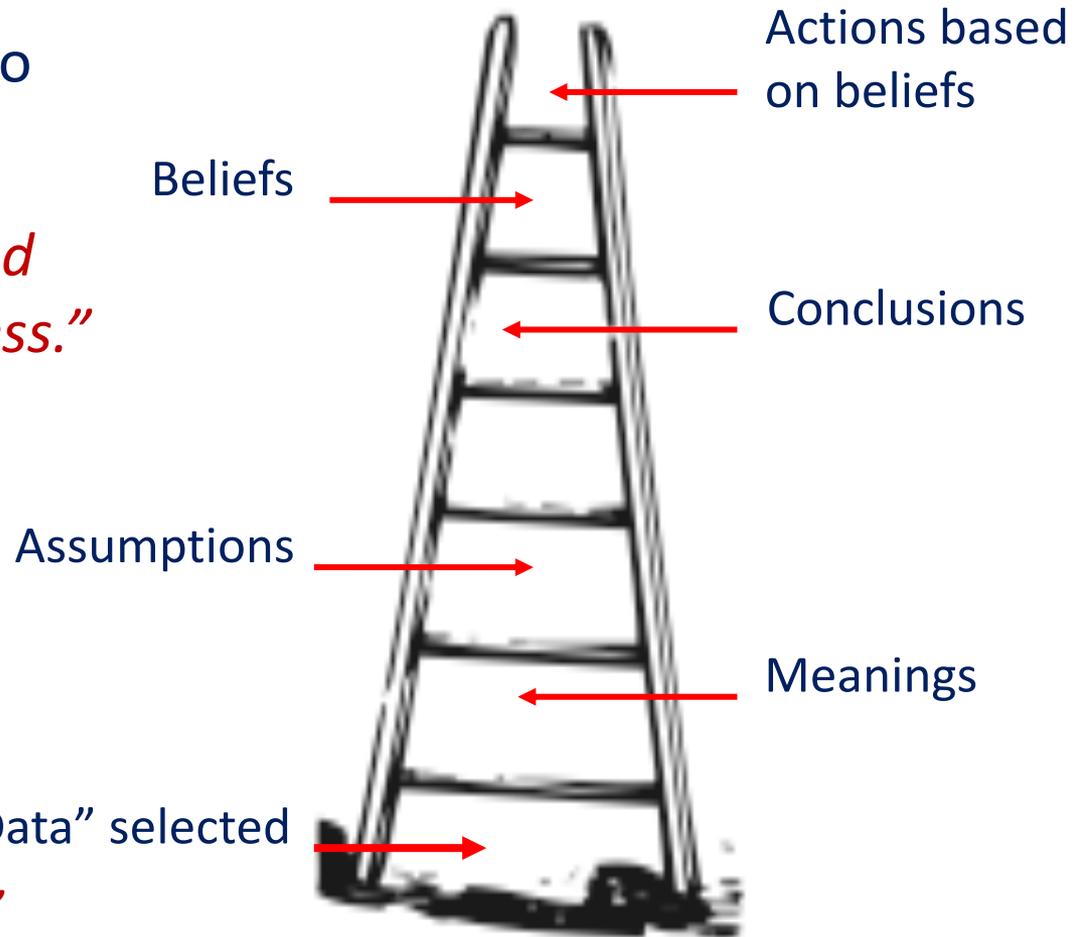
“I therefore believe that we need to replace them to make progress.”

“I’ve concluded that we shouldn’t make time for them.”

“This leads me to assume their voices won’t be useful.”

“To me, this means that they don’t have much to contribute.”

“What I notice is that some people are silent or complaining.”



Observable Data
& experiences

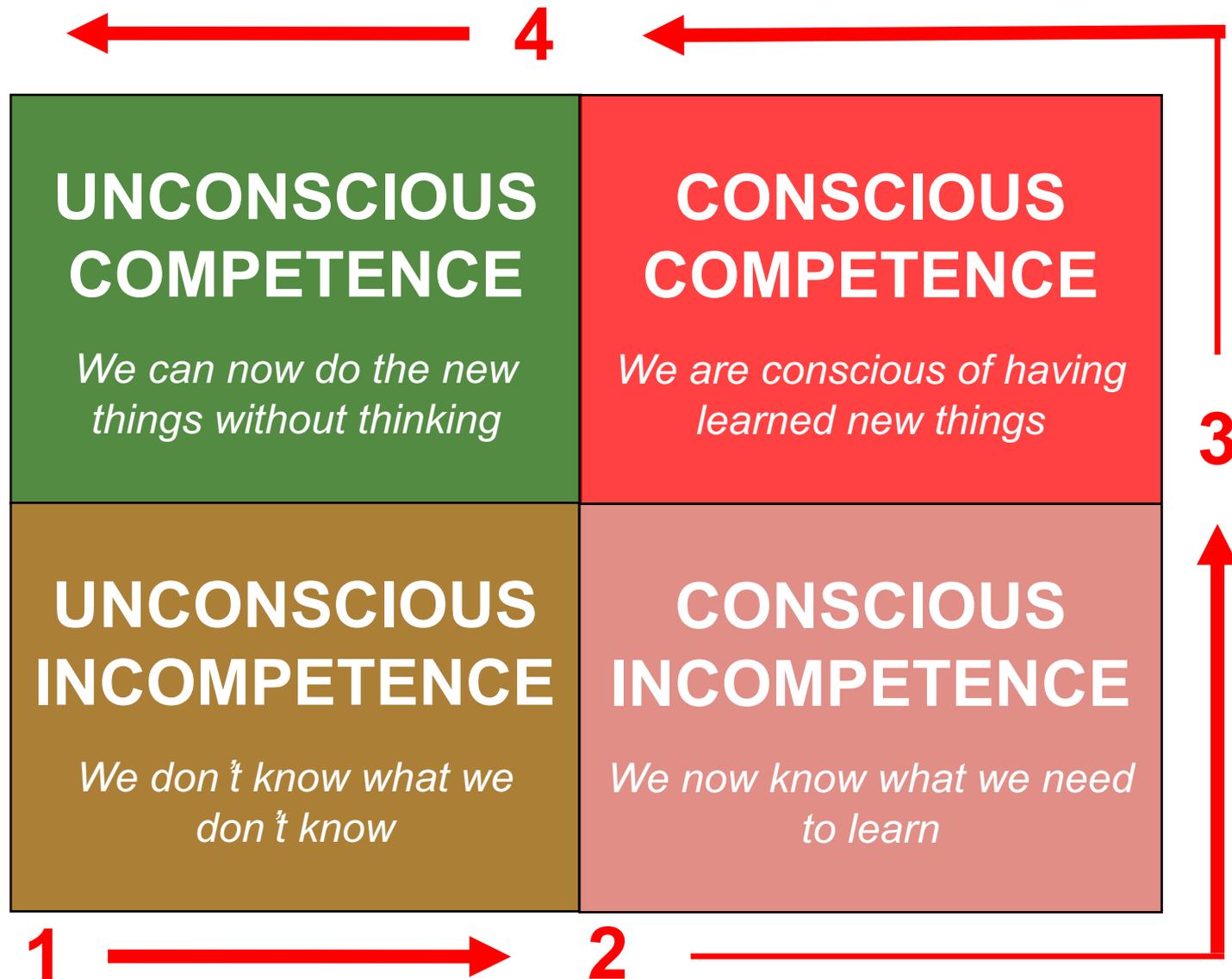
Grounding team conversations

Reflection – becoming more aware of your own thinking and reasoning

Advocacy – making your thinking and reasoning more visible to others

Inquiry – into others' thinking and reasoning

A competence-based learning model



Adaptive leadership is.....

*Disappointing your people
at a rate they can handle.*

Ronald Heifetz

Michael Trent

Director of Performing Arts

Metcalfe Foundation, Toronto, ON



Q & A

Follow-up from today

Today

Creating an Innovation Team

Designing and learning from SERIs

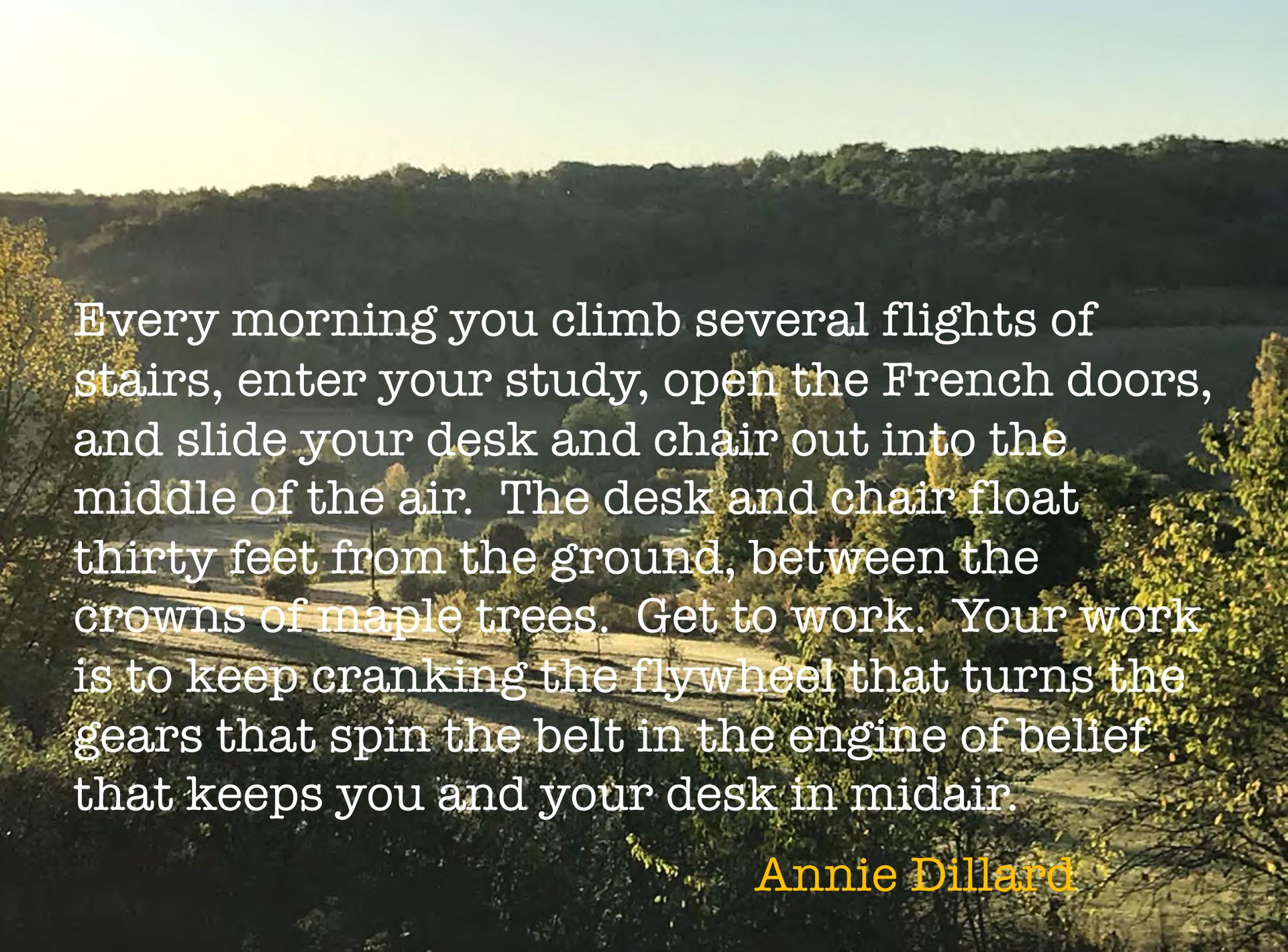
Things to watch out for on the journey

Follow-up

Links to the recording, slides and other resources

Guidance on navigating crisis as adaptive leaders

Brilliant, exciting survey on your adaptive interests



Every morning you climb several flights of stairs, enter your study, open the French doors, and slide your desk and chair out into the middle of the air. The desk and chair float thirty feet from the ground, between the crowns of maple trees. Get to work. Your work is to keep cranking the flywheel that turns the gears that spin the belt in the engine of belief that keeps you and your desk in midair.

Annie Dillard