

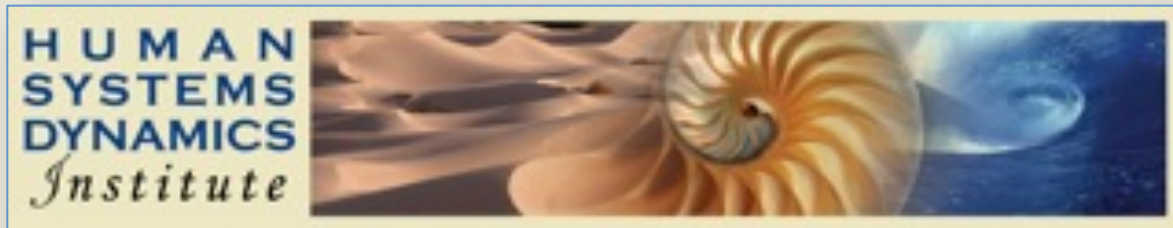
Welcome!

Planning When You Can't

- In the chat, please let us know
 - Who are you?
 - Where are you?
 - What is evidence of change in human systems



Adaptive Action Conversations



Conversation 10: Planning when You Can't: An introduction to three kinds of change

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Planning

- FACT 1: You cannot always predict or control what happens in a complex system.
- FACT 2: You are still responsible to take wise action (or as wise as you can manage)
- Given 1 & 2, what are your options for action?

Today We Will . . .

- Reflect on the purpose and urgency of planning
- Consider three kinds of change and the opportunities/challenges of planning in each
- Invite you to engage in planning that is fit to your purpose

Why do you plan?



I plan . . .

- To prepare for the future
- To coordinate action
- To reduce anxiety
- To avoid known risks
- To optimize known benefits
- To prepare for the future



So, what is the problem?

Why do I plan?	What's the problem?
To prepare for the future	Do you really know what will happen?
To coordinate action	With whom and how?
To reduce anxiety	For the present, anyway.
To avoid known risks	What about the unknown ones?
To optimize known benefits	What about the unknown ones?
To prepare for the future	Which future?

How can I plan to plan?

- Planning depends on the nature of change
- We think of three kinds of change
 - Static
 - Dynamic
 - Dynamical



Static Change



Examples of Static Change

- When do you experience (or act as if you are experiencing) static change?



What does it mean to plan in static change?

- Use the past to predict.
- Determine the gap.
- Consider resistance.
- Figure out where to apply pressure.
- Don't get distracted by new information.
- Align resources.
- Focus on goal/mission, purpose.
- If it doesn't move, push harder.

Dynamic Change



Examples of Dynamic Change

- When do you experience (or act as if you are experiencing) dynamic change?



What does it mean to plan in dynamic change?

- Expect future as continuation of the past.
- Determine the direction.
- Consider persistent forces.
- Figure out where to apply pressure.
- Set milestones.
- Connect with stakeholders.
- Focus on process and procedure.
- If it doesn't move in the right direction, find the culprit.

Dynamical Change



Examples of Dynamical Change

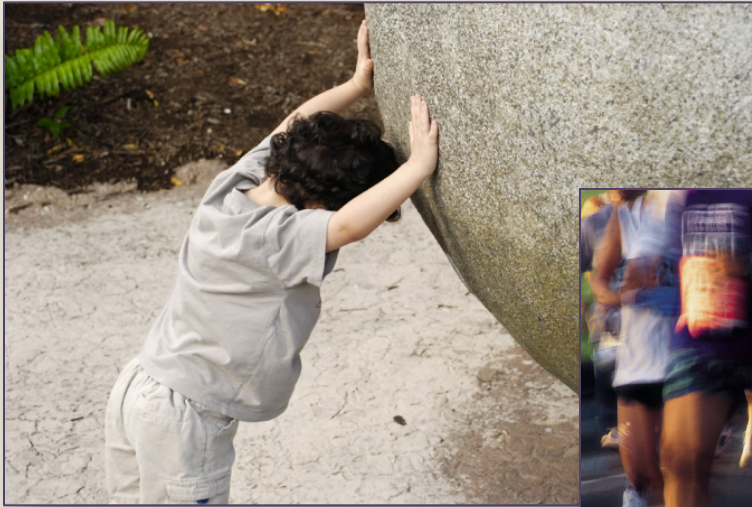
- When do you experience (or act as if you are experiencing) dynamical change?



What does it mean to plan in dynamical change?

- Expect to be surprised.
- Set conditions.
- Consider conditions for self-organizing.
- Figure out how to notice weak signals.
- Celebrate change at any scale.
- Use your network.
- Focus on part, whole, and greater whole.
- If it doesn't change, keep shifting conditions.

See the Need Respond in kind



Static



Dynamic



Dynamical

Planning when You Can't Adaptive Action Experiment.

● What?

- Is the nature of change you face today?
- Have you done to plan in the past—what worked?

● So what?

- Are the patterns of this change?
- Are your options if you see it as
 - Static?
 - Dynamic?
 - Dynamical?



● Now what?

- Will do you do plan in ways that fit and influence your reality?
- What will you do to prepare for the next cycle?

To Learn More . . .

● Books

- Adaptive Action: Leveraging uncertainty in your organization (Eoyang & Holladay)

● Web

- adaptiveaction.org & hsdinstitute.org
- wiki.hsdinstitute.org & hsdcommunity.ning.com
- #hsd #adaptact @glendaeoyang @rjholladay

Even More Resources

● Training

- Webinars
- HSDP Certification
- Custom Classes
- Open classes
 - Tasters
 - Agent training
 - Short courses
- Adaptive Action Labs



Which topic are you most excited about?

August 1 11:00 – 12:00 CDT	<i>Entrepreneurship: Play the Infinite Game</i>
September 12 11:00 – 1:00 CDT	<i>Quarterly Associates and Friends Meeting</i>
September 26 11:00 – 12:00 CDT	<i>Working Together: Setting Conditions for Collaborative Action</i>
October 10 11:00 – 12:00 CDT	<i>Accountability: Deliver Unexpected Value</i>
October 24 11:00 – 12:00 CDT	<i>Moving Forward in Complexity: Strategy for the 21st Century</i>
November 14 11:00 – 12:00 CST	<i>Resilience: Adapt, Redesign, Implement</i>
December 5 11:00 – 1:00 CST	<i>Associates and Friends Annual Virtual Open House</i>