



See, Understand, and Influence: *CDE Model in Action*

Live Virtual Workshop
December 7, 2023

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Nothing is intractable.



HSD Vision

People everywhere thrive because we see patterns clearly, seek to understand, and act with courage to transform turbulence and uncertainty into possibility for all.

HSD Simple Rules

Stand in inquiry

- ▶ Turn judgment into curiosity
- ▶ Turn conflict into shared exploration
- ▶ Turn defensiveness into self-reflection
- ▶ Turn assumptions into questions

Find the energy in difference

Zoom in and zoom out

Connect through stories and impacts

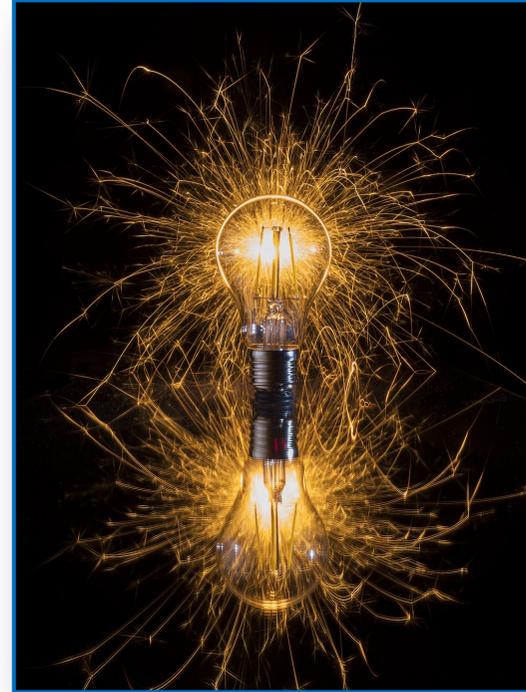
Search for the true and useful

Celebrate life



Today's Adaptive Action

- ▶ **WHAT?**
What is the CDE's SuperPower?
- ▶ **SO WHAT?**
So what can CDE do for you?
- ▶ **NOW WHAT?**
Now what more can you find in the CDE?





What's your Wicked Challenge today?

- ▶ Recurring?
- ▶ Too many winds blowing things around?
- ▶ Too many differences?
- ▶ Everything is connected—no direct causes or effects—no root cause?



What is the CDE?



First: What is the pattern you want?

- ▶ Similarities, differences, and connections that have meaning across space and time
- ▶ Characteristics
- ▶ What are you “known” for?
- ▶ What do you want to be known for?



Quick Reminder C,D,E

C, D, and E represent the conditions that shape patterns as they emerge

This comes from Glenda Eoyang's work on change in complex systems.

For more information, visit

<https://www.hsdinstitute.org/resources/cde-model.html>

C x **D** x **E** = **PATTERN**



Quick Reminder C,D,E

C, D, and E represent the conditions that shape patterns as they emerge

- ▷ **Container**
shapes how quickly a pattern emerges

CONTAINER
holds or bounds the
system as the
Pattern emerges

C x **D** x **E** = **PATTERN**



Quick Reminder C,D,E

C, D, and E represent the conditions that shape patterns as they emerge

- ▷ **Container**
shapes how quickly a pattern emerges
- ▷ **Differences**
shape the focus or path of the pattern

CONTAINER
holds or bounds the system as the Pattern emerges

$$\mathbf{C} \times \mathbf{D} \times \mathbf{E} = \mathbf{PATTERN}$$

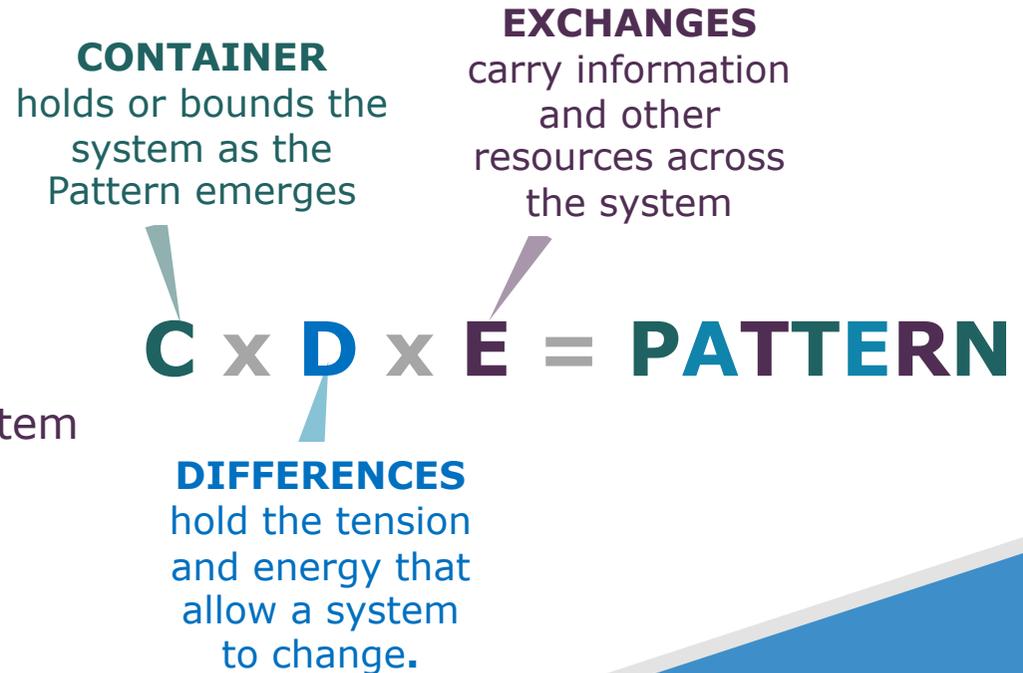
DIFFERENCES
hold the tension and energy that allow a system to change.

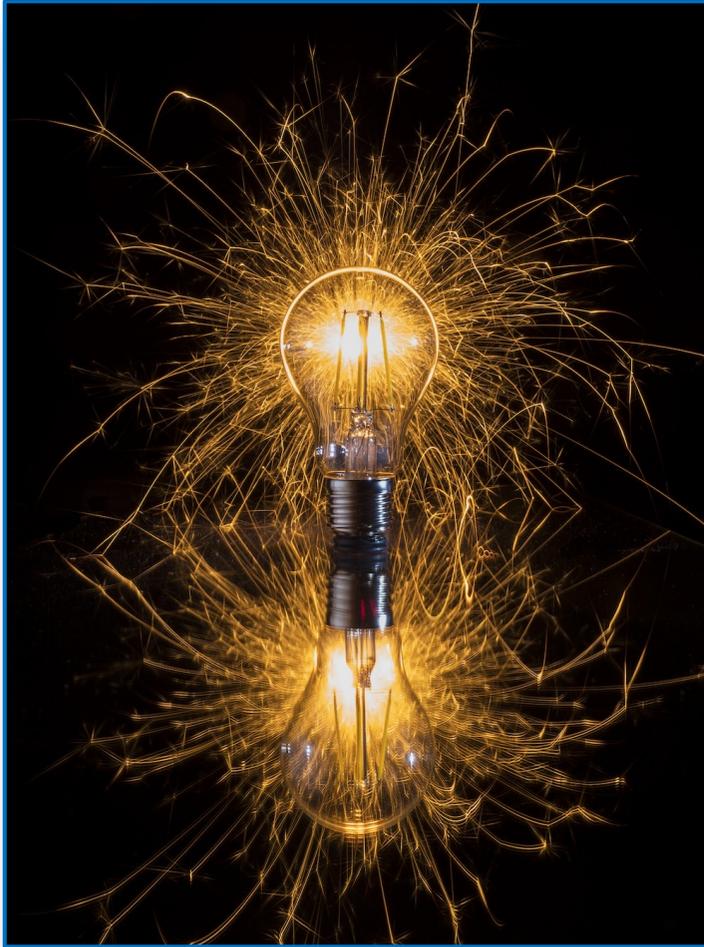


Quick Reminder C,D,E

C, D, and E represent the conditions that shape patterns as they emerge

- ▷ **Container**
shapes how quickly a pattern emerges
- ▷ **Differences**
shape the focus or path of the pattern
- ▷ **Exchanges**
shape the direction or flow through the system



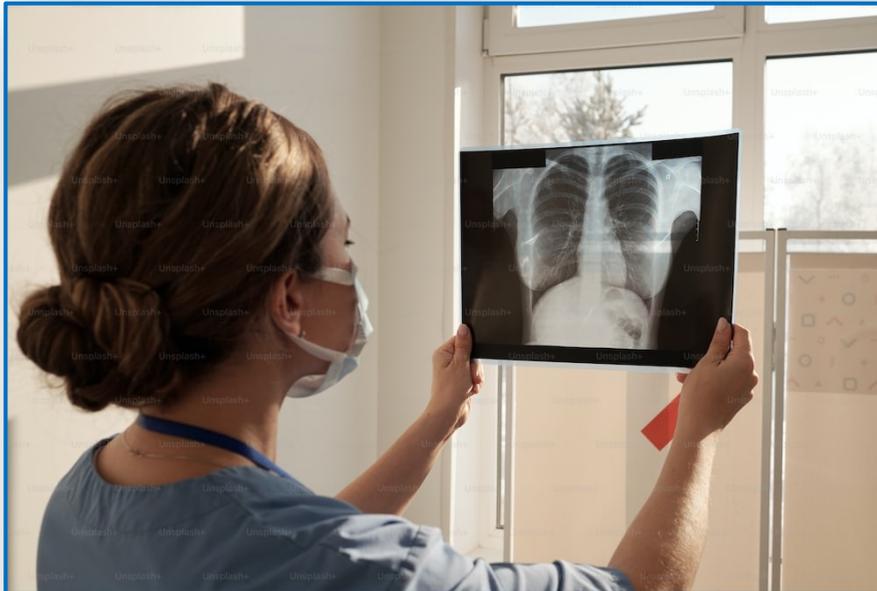


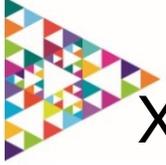
WHAT
is the CDE's
SuperPower?



C, D, E SuperPower?

They give you X-Ray Vision!





X-ray Vision: Set Conditions for the Live Virtual Workshop

See into the dynamics of the pattern:

What patterns do we want?

- ▶ Teach and learn in every interaction
- ▶ Give and get value for value
- ▶ Make expectations explicit
- ▶ Attend to the whole, the part, and the greater whole
- ▶ Search for the true and useful
- ▶ Engage in joyful practice



Patterns of a LVW: CDE Portrait

Containers

Differences

Exchanges



Patterns of a LVW: CDE Portrait

Containers	Differences	Exchanges
Design of the LVW		



Patterns of a LVW: CDE Portrait

Containers	Differences	Exchanges
Design of the LVW	leaders / attendees	
	levels of HSD experience	
	questions you bring	



Patterns of a LVW: CDE Portrait

Containers	Differences	Exchanges
Design of the LVW	leaders / attendees	speaking/listening
	level of experience	chatting
	questions you bring	watching and thinking



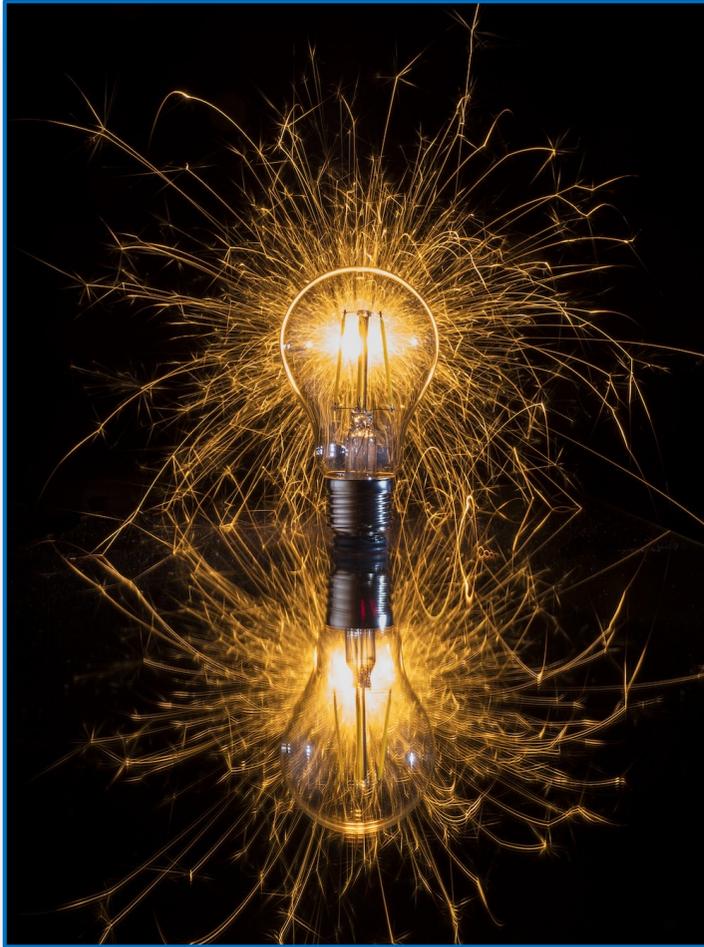
Patterns of a LVW: CDE Portrait

Containers	Differences	Exchanges
Design of the LVW	leaders / attendees	speaking/listening
	level of experience	chatting
	questions you bring	watching
Content of the LVW	images / words / colors	asking questions
	known / unknown	telling stories
	theory / practice	internal processing



Patterns of a LVW: CDE Portrait

Containers	Differences	Exchanges
Design of the LVW	leaders / attendees	speaking/listening
	level of experience	chatting
	questions you bring	watching
Content of the LVW	images / words	asking questions
	known / unknown	telling stories
	theory / practice	internal processing
People in the LVW	roles	production work
	backgrounds	sharing
	need to know	applying your learning



SO WHAT
can the CDE's
SuperPower do to
help me get unstuck?



SO WHAT can this X-Ray of the Patterns do for me?

Containers	Differences	Exchanges
Design of the LVW	leaders / attendees	speaking/listening
	level of experience	chatting
	questions you bring	watching
Content of the LVW	images / words	asking questions
	known / unknown	telling stories
	theory / practice	internal processing
People in the LVW	roles	production work
	backgrounds	sharing
	need to know	applying your learning





C, D, E Portrait

- ▶ Helps us see deeply into the dynamics of patterns
- ▶ Uses our own intelligence
- ▶ Reveals leverage points
- ▶ Reveals limitations
- ▶ Informs our decisions
 - ▷ Yesterday's Retrospection
 - ▷ Today's Reflections
 - ▷ Tomorrow's Aspirations

Containers	Differences	Exchanges
Design of the LVW	leaders / attendees	speaking/listening
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	backgrounds	sharing
	need to know	applying your learning



Yesterday's Retrospection: *Looking back at LVWs in the beginning*

Containers	Differences	Exchanges
HSD Institute	HSD Associates / curious others	free to the public
	level of experience	investment of time
	questions you bring	people engaging interests
Online Platform	philosophy	asking questions
	kinds of work needed	telling stories
	tradition	internal processing
Content	different applications	focus on tools, foundations
	deep / wide	reflection
	familiarity with content	engagement



Today's Reflection: What patterns do we want?

- ▶ Stand in inquiry
 - ▷ Turn judgment into curiosity
 - ▷ Turn conflict into shared exploration
 - ▷ Turn defensiveness into self-reflection
 - ▷ Turn assumptions into questions
- ▶ Find the energy in difference
- ▶ Zoom in and zoom out
- ▶ Connect through stories and impacts
- ▶ Search for the true and useful
- ▶ Celebrate life



Today's Reflection:

What is current state of LVWs?

Containers	Differences	Exchanges
HSD Institute	G&R / others	teaching / learning
	hub / spokes	old friends / new guests
	outward focus / internal operation	additional
Audience	Associates / knowledgeable others / curious others	asking questions
	fields of application	telling stories
	local / global	internal processing
Content	focus on basics / deep exploration	reaching out
	new ideas / familiar applications	engaging others
	different experience levels	based in vision / SRs



Tomorrow's Aspirations

What patterns will allow HSD to grow as G & R step back?

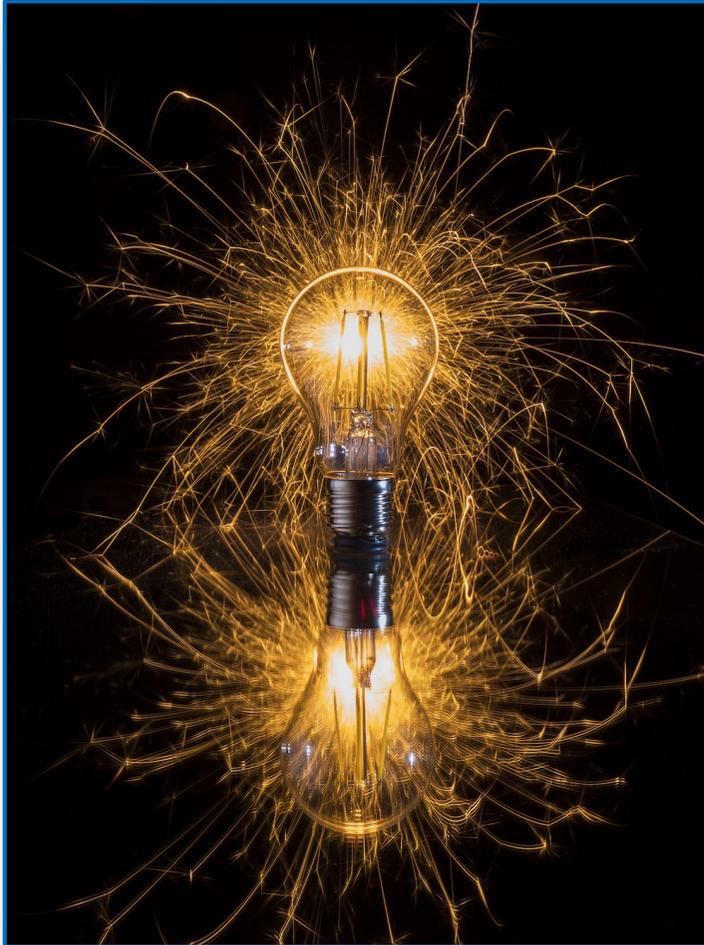
Containers	Differences	Exchanges
Body of Associates	experience / interest /	teaching / learning
	investment (time / energy / insights / else?)	sharing in affinity groups
	proximity	creating communities
Theory and Practice	language	sharing through stories and impacts
	applications	expanding into new fields
	perspectives	understanding / navigating
Governance	loose / tight coupling	using the Models and Methods
	local / global	responding to the network
	responsive / reactive	maintaining connections



Tomorrow's Aspirations

What patterns would create the world I want to live in?

Containers	Differences	Exchanges
<i>Name Cs, you can identify that can shape your desired patterns.</i>	<i>Consider differences that matter most about the desired patterns.</i>	<i>Consider the exchanges that would leverage or promote the desired patterns.</i>



NOW WHAT
will improve your
decisions?



What question do you carry in your Wicked Issue?

Containers	Differences	Exchanges

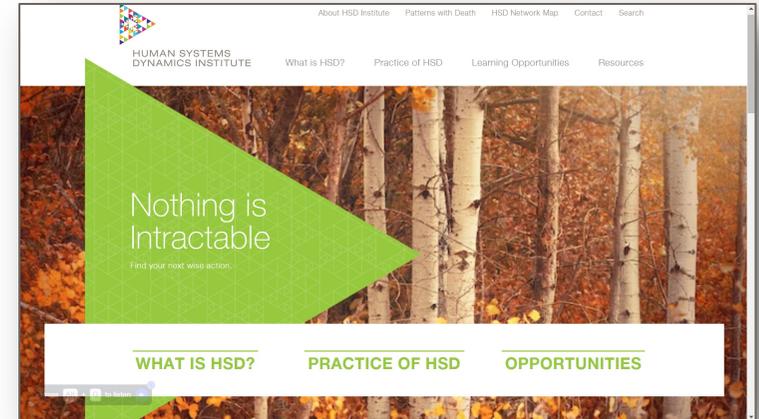
What action can you take to shift your Wicked Issue?



Want to learn more?

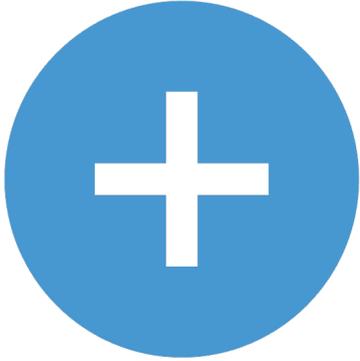
- ▶ Daily Power of Questions archives online
- ▶ Free, monthly webinars
- ▶ Blog posts and event announcements
- ▶ Adaptive Action Labs
(Two, 3-hour sessions on relevant topics)
- ▶ Dragons of Complexity
- ▶ HSDP Certification
(online and face-to-face)
- ▶ Website with many resources
- ▶ Books and more!

www.hsdinstitute.org





Our Adaptive Action



What has been added to my understanding today?



What question am I carrying away from today's session?

