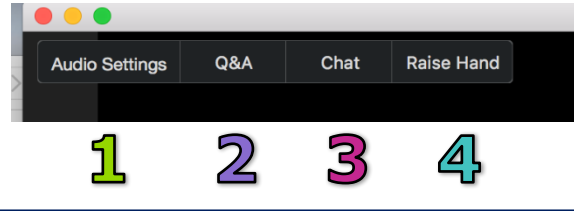




Welcome to our new webinar space!

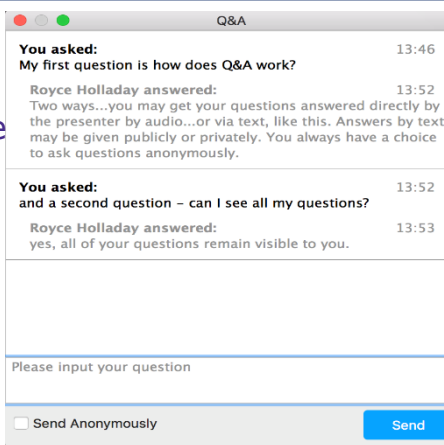
You have four controls:

1 You can check your Audio (speaker) volume, *mics are only used by presenters, in general*

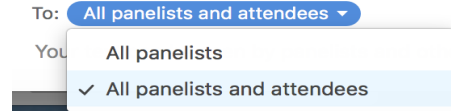


4
Or raise your hand!

2 You can ask questions directly to the presenter or host



3 You can chat with each other





Culture Change:

Moment by Moment into the Future

Glenda Eoyang, PhD
Executive Director
Human Systems Dynamics Institute
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May 3, 2018

Nothing Is Intractable.



Culture Change

- ▶ WHAT is culture in HSD?
- ▶ SO WHAT options do you have for changing culture?
- ▶ NOW WHAT can you do to move moment by moment into the future?





WHAT is culture change in HSD?



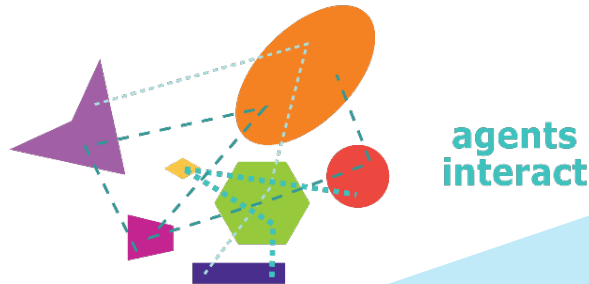
Culture Is a Pattern

- ▶ Systemic
- ▶ Emergent
- ▶ Dependent on myriad actors and actions
- ▶ Self-reinforcing
- ▶ Unique in time and place
- ▶ Defined by:
 - ▷ Containers (similarities)
 - ▷ Differences (differences)
 - ▷ Exchanges (connections)



— Complex Adaptive System (CAS) —

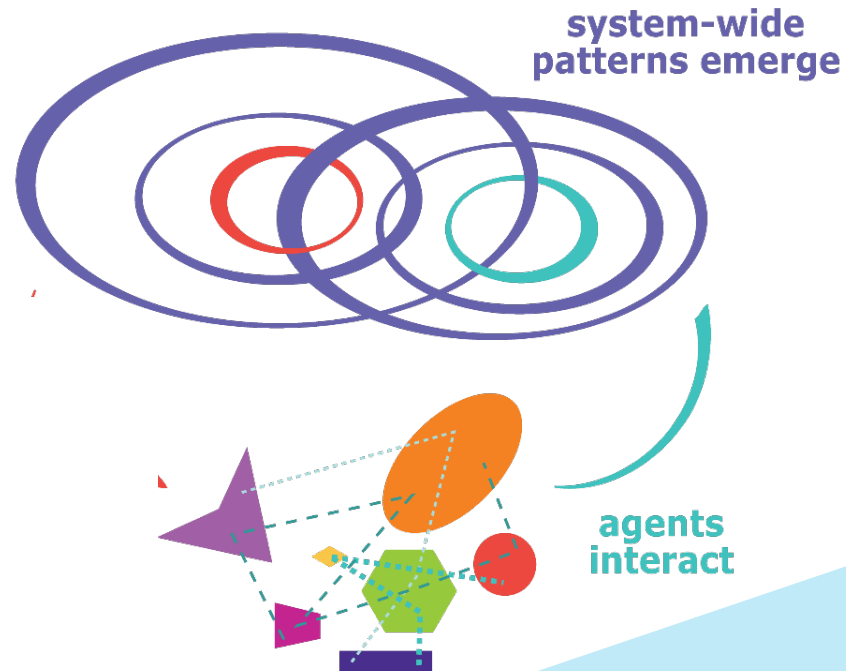
A collection of individual agents who have the freedom to act in unpredictable ways, and whose actions are interconnected such that they produce system-wide patterns.



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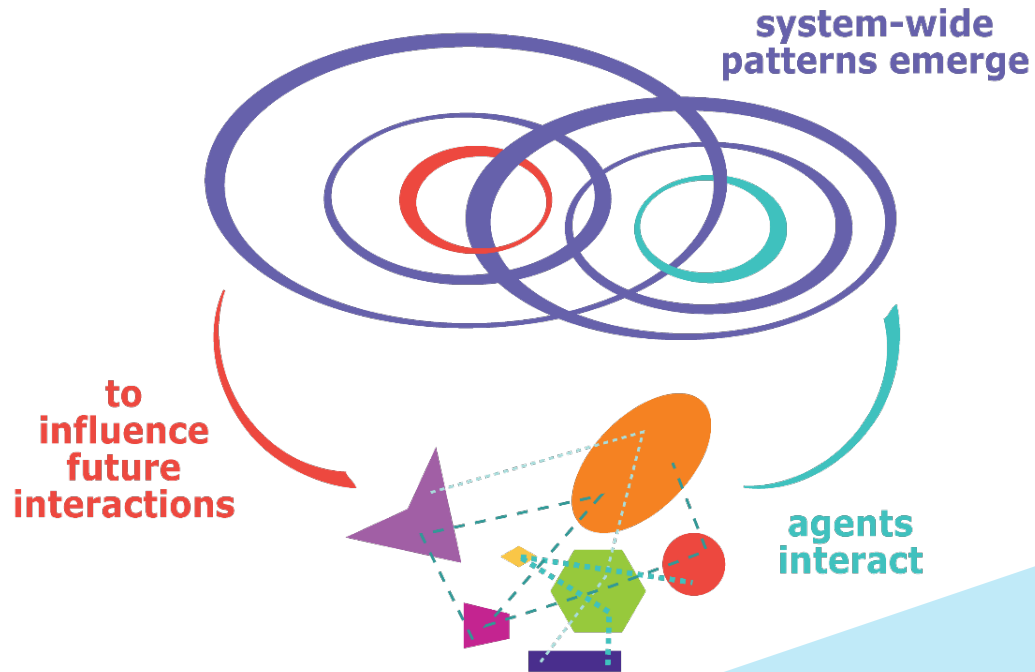
— Complex Adaptive System (CAS) —



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— Complex Adaptive System (CAS) —



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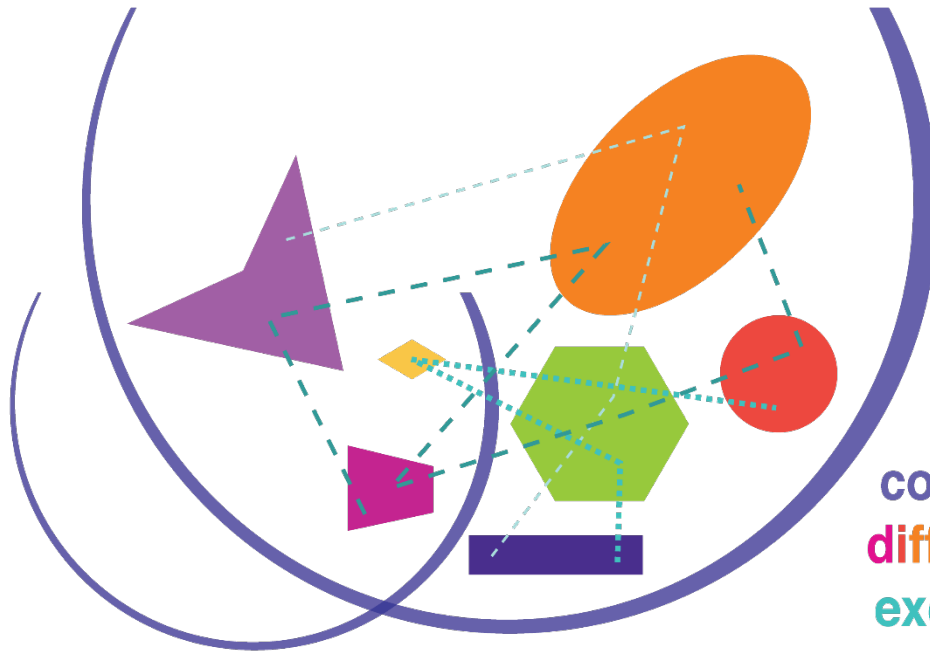


Culture Is the Systemic Pattern

- ▶ Multiple levels of agents
(individuals, teams, departments, and . . .)
- ▶ Multiple interactions
(formal/informal, habitual, historical, and . . .)
- ▶ Multiple perspectives
(customer, front-line, management, board, and . . .)
- ▶ Multiple artifacts
(rumors, jokes, media, rituals, and . . .)



— CDE Model —



Patterns set
conditions for
self-organizing

container
difference
exchange



Examples (simplified)

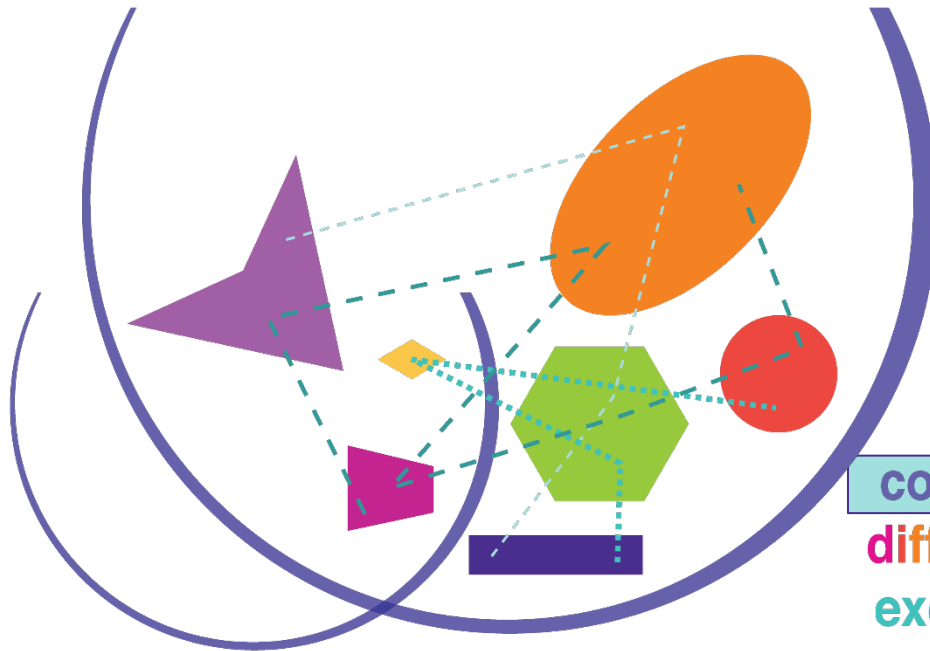
Patterns of Culture	Containers	Differences	Exchanges
Competitive	Players	Ability	Play to win
Violent	Predator/prey	Power	Conflict
Productive	Colleagues	Roles	Partnering
Toxic	Triangles	Consciousness	Dependence
Siloed	Departments	Goals	Constrained
Yours	?	?	?



SO WHAT options do you have for
changing culture?



— CDE Model —



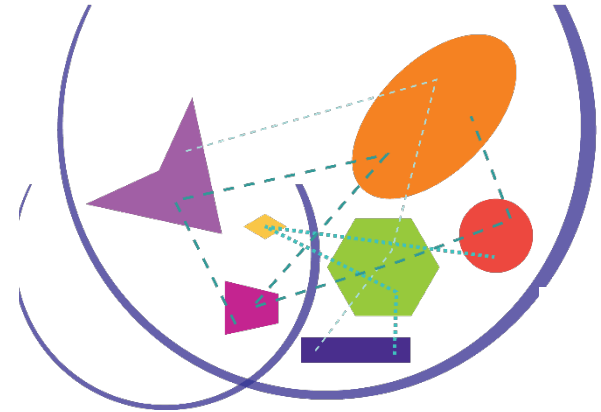
Option 1:
Change the
Containers

container
difference
exchange



Usual ways to change Containers

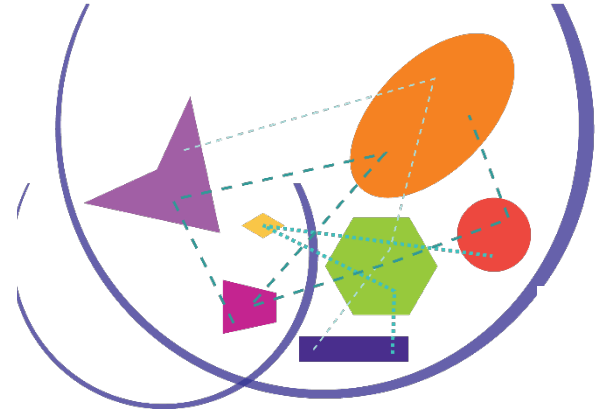
- ▶ Whole-system events
- ▶ Leadership teams
- ▶ Working on silos
- ▶ Focus on vision
- ▶ Explore identity
- ▶ And . . .





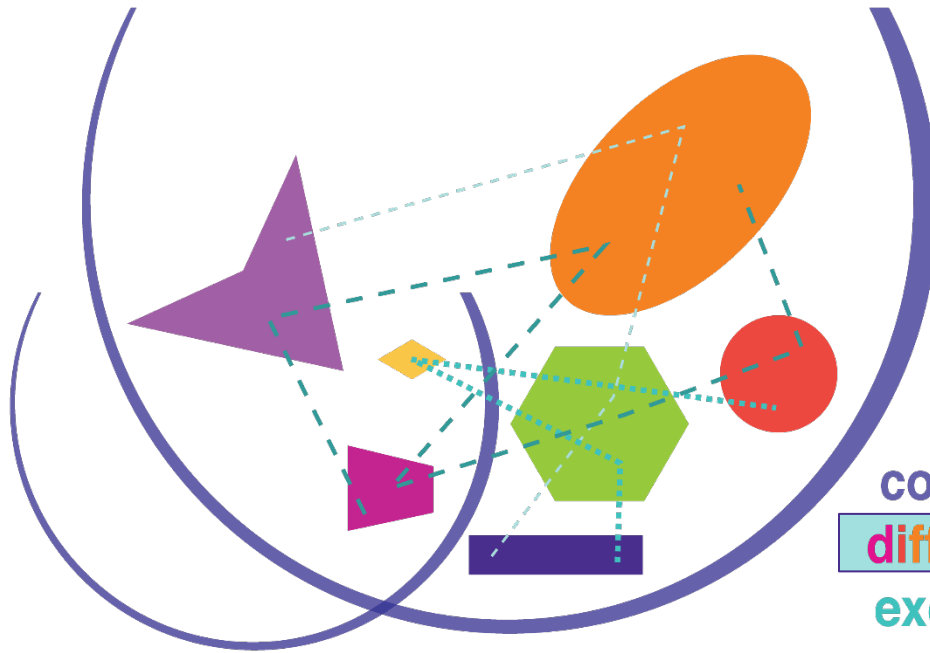
Unusual ways to change Containers

- ▶ Individual role awareness
- ▶ Team-based interpretation
- ▶ Cross-functional teams
- ▶ Interdisciplinary practice
- ▶ Usual gathering places:
 - ▷ Elevators
 - ▷ Cafeterias
 - ▷ Restrooms
- ▶ And . . .





— CDE Model —



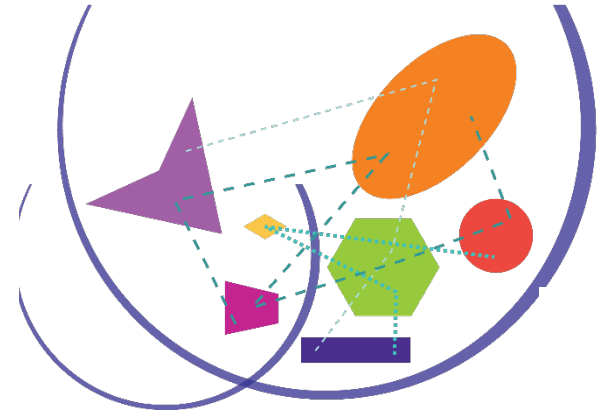
Option 2:
Change the
Differences

container
difference
exchange



Usual ways to change Differences

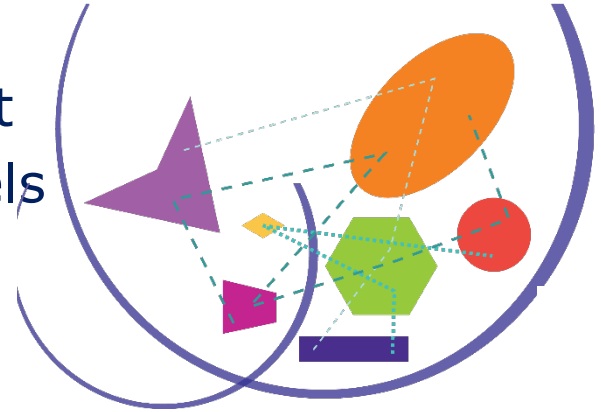
- ▶ Values
- ▶ Customer views
- ▶ Dashboards
- ▶ Benchmarking
- ▶ Conflict resolution
- ▶ And . . .





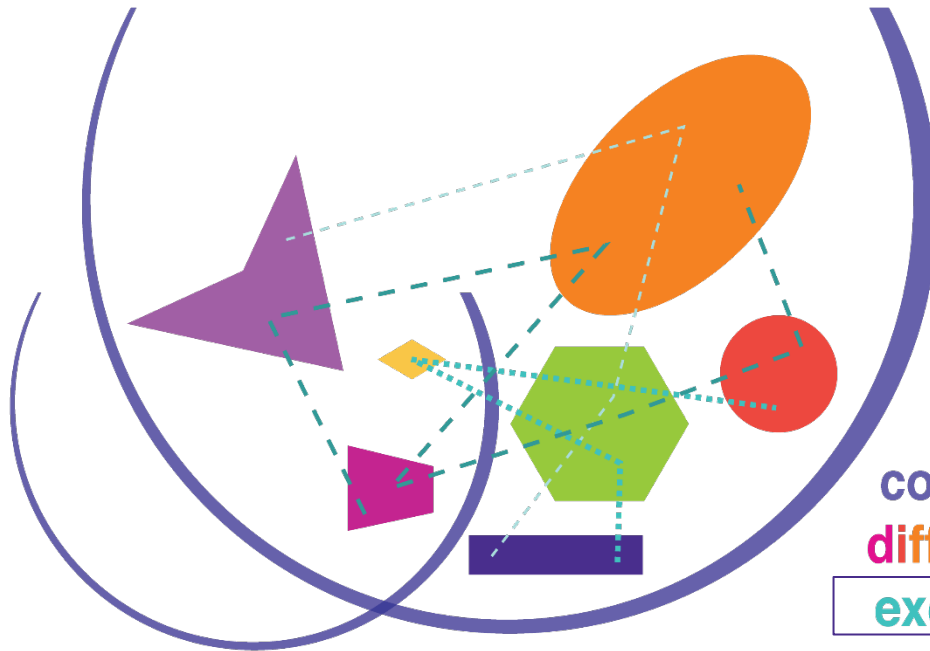
Unusual ways to change Differences

- ▶ Track past, present, and future
- ▶ Separate disciplines and contrast
- ▶ Focus on differences among levels or roles
- ▶ Bring customers into your dialogues
- ▶ Redefine quality
- ▶ Ask about future generations
- ▶ And . . .





— CDE Model —



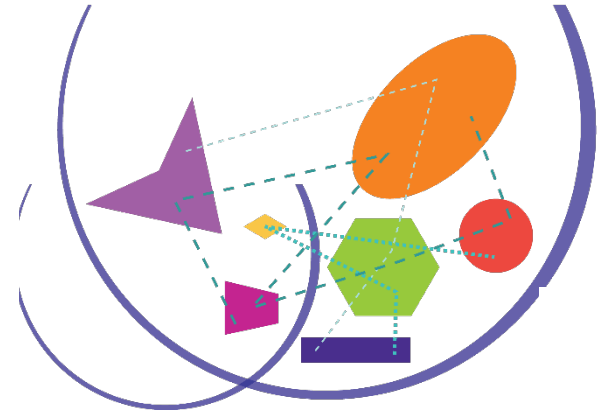
Option 3:
Change the
Exchanges

container
difference
exchange



Usual ways to change Exchanges

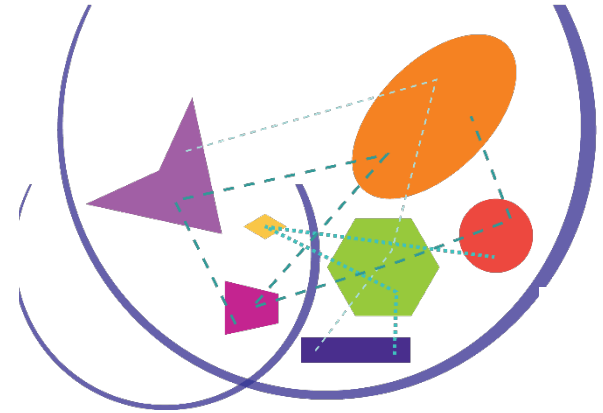
- ▶ Dialogic OD
- ▶ Art of Hosting
- ▶ Storytelling
- ▶ Improve listening skills
- ▶ Improve communications
- ▶ 360 reviews
- ▶ Teaching or presentations
- ▶ Management by walking around
- ▶ And . . .





Unusual ways to change Exchanges

- ▶ Stand in inquiry
- ▶ Listen
- ▶ Frame shared questions
- ▶ Play together
- ▶ Create case studies
- ▶ Change the medium
- ▶ Explore alternative rewards and recognition
- ▶ Practice improv
- ▶ And . . .





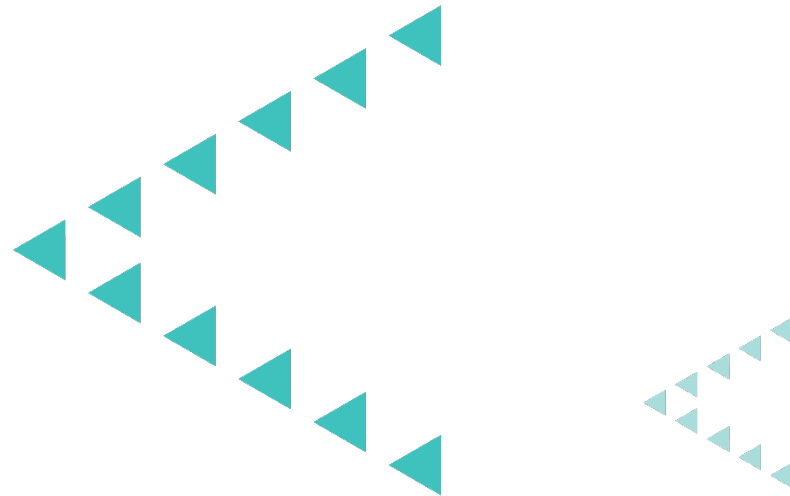
Take a Shortcut: Simple Rules

- ▶ Set conditions for system-wide coherence and local freedom of choice
- ▶ Rules use local information to shape behavior that generates system-wide patterns
 - ▷ 7 or fewer
 - ▷ Start with verb
 - ▷ Set in positive language
 - ▷ Work for everyone in the “flock”
 - ▷ Define CDE for the pattern you want



Examples

- ▶ Golden Rule
- ▶ BOIDs
- ▶ Nordstrom's
- ▶ Family patterns
- ▶ Ants
- ▶ Improv
- ▶ HSD Simple Rules





HSD Simple Rules

- ▶ Teach and learn in every interaction
- ▶ Give and get value for value
- ▶ Attend to the whole, the part, and the greater whole
- ▶ Search for the true and the useful
- ▶ Share your HSD story
- ▶ Engage in joyful practice





NOW WHAT can you do to move
moment by moment into the future?



What can you do?

- 1. WHAT?** Find the current patterns of your culture and recognize their Containers, Differences, and Exchanges
- 2. SO WHAT?** Consider your options for changing the conditions to establish your future cultural patterns
- 3. NOW WHAT?** Moment by moment choose actions that set the conditions for the new, emerging pattern
- 4. NEXT WHAT?** See what happens do it again



Join us for upcoming webinars:

Equity, Diversity, and Inclusion: Patterns,
not Problems *June 7*

Quarterly Virtual Mini-Conference *June 21*

Summer break! *(skip July)*

Get the full list via hsdinstitute.org



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- ▶ Join us for these Adaptive Action Labs in 2018:

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Certification

Sep – Nov
Dec – Mar

Atlanta, USA
Horsham, England

Public Adaptive Action Labs

May: Learning Ecologies

Online

June: Leadership

Online

June: HSD Meets OD

London, England

Graduate Course Offering

May: Nonviolent Resistance
in the 21st Century

Eastern Mennonite
University



*Thank
You!*