



Acknowledgement and Gratitude

Minnesota, the place where the water reflects the sky, is the place of Dakota origin. The Dakota have thrived in this area since time immemorial.

Prior to 1862, the Minnesota Dakota, also known by the French term, "Sioux," consisted of four bands known as the Mdewakanton and Wahpekute (together comprising the "lower bands"), and the Sisseton and the Wahpeton (known as the "upper bands" or "Dakota Sioux"), all of whom lived along the Minnesota River.



<https://lowersioux.com/about-us/>

© 2020 HSD Institute | Use with permission | hsdinstitute.org

1



Simplicity on the Other Side of Uncertainty

5 March 2020

Glenda Eoyang, PhD
Executive Director
Human Systems Dynamics Institute
Circle Pines, Minnesota USA
geoyang@hsdinstitute.org

Nothing is intractable.

© 2019 HSD Institute | Use with permission | hsdinstitute.org

2



Today We Will Explore . . .

- ▶ WHAT is Pattern Logic?
- ▶ SO WHAT simplicity does Pattern Logic reveal in complexity?
- ▶ NOW WHAT are your options to see, understand, and influence patterns in your complexity?



WHAT is Pattern Logic?





Newtonian Logic

An object at rest remains at rest, and an object in motion remains in motion, until acted upon by an outside force.

When we use Newtonian Logic, we reduce the complex to the simple and influence change by:

- ▶ Setting direction
- ▶ Applying pressure
- ▶ Getting aligned
- ▶ Setting milestones
- ▶ Monitoring progress
- ▶ Consolidating power
- ▶ Silencing dissent
- ▶ Overcoming resistance
- ▶ And so on . . .



© 2020 HSD Institute | Use with permission | hsdinstitute.org

5



Pattern Logic

Complex systems self-organize as they accumulate or release tension. Tensions form patterns in complex systems that can be seen, understood, and influenced.

When we use Pattern Logic, we see the simple in the complex and influence change by:

- ▶ WHAT? Becoming aware of the current patterns of tension in the system
- ▶ SO WHAT? Understanding the capacity of the current patterns to hold and/or release tension
- ▶ NOW WHAT? Shifting conditions to increase or release tension and watch the patterns shift
- ▶ NEXT WHAT? Acknowledging that we cannot predict or control how the tensions will respond to our actions
- ▶ And so on . . .



© 2020 HSD Institute | Use with permission | hsdinstitute.org

6



Pattern Logic: Simplicity

Three conditions shape patterns in self-organizing systems because they create constraints and influence how tension accumulates, is held, and is released.

- ▶ **C**ontainers hold the parts together as they self-organize
- ▶ **D**ifferences articulate and hold the tension
- ▶ **E**xchanges connect across differences to release or increase tension



© 2020 HSD Institute | Use with permission | hsdinstitute.org

7



SO WHAT simplicity does
Pattern Logic reveal in complexity?

© 2020 HSD Institute | Use with permission | hsdinstitute.org

8



Container



© 2020 HSD Institute | Use with permission | hsdinstitute.org

9



Container



© 2020 HSD Institute | Use with permission | hsdinstitute.org

10



Container



© 2020 HSD Institute | Use with permission | hsdinstitute.org

11



Difference



© 2020 HSD Institute | Use with permission | hsdinstitute.org

12



Difference



© 2020 HSD Institute | Use with permission | hsdinstitute.org

13



Difference



© 2020 HSD Institute | Use with permission | hsdinstitute.org

14



Exchange



© 2020 HSD Institute | Use with permission | hsdinstitute.org

15



Exchange



© 2020 HSD Institute | Use with permission | hsdinstitute.org

16

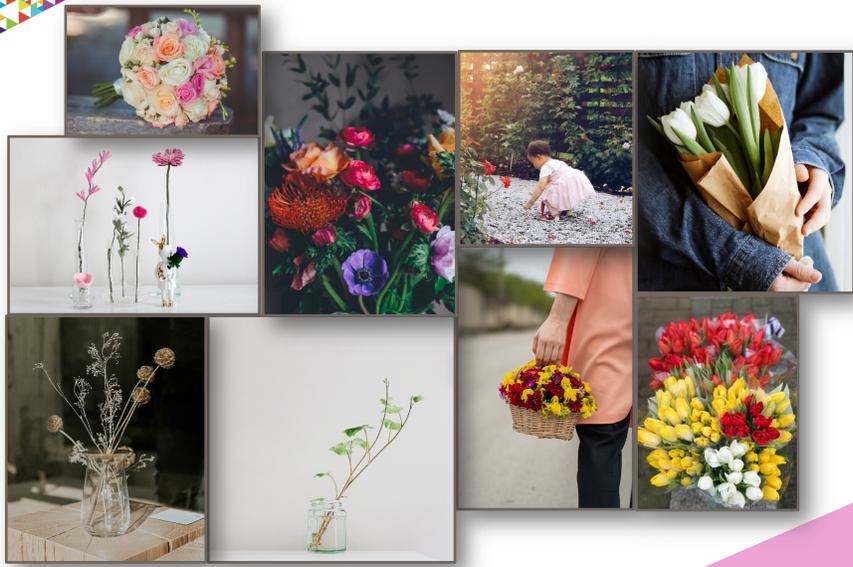


Exchange



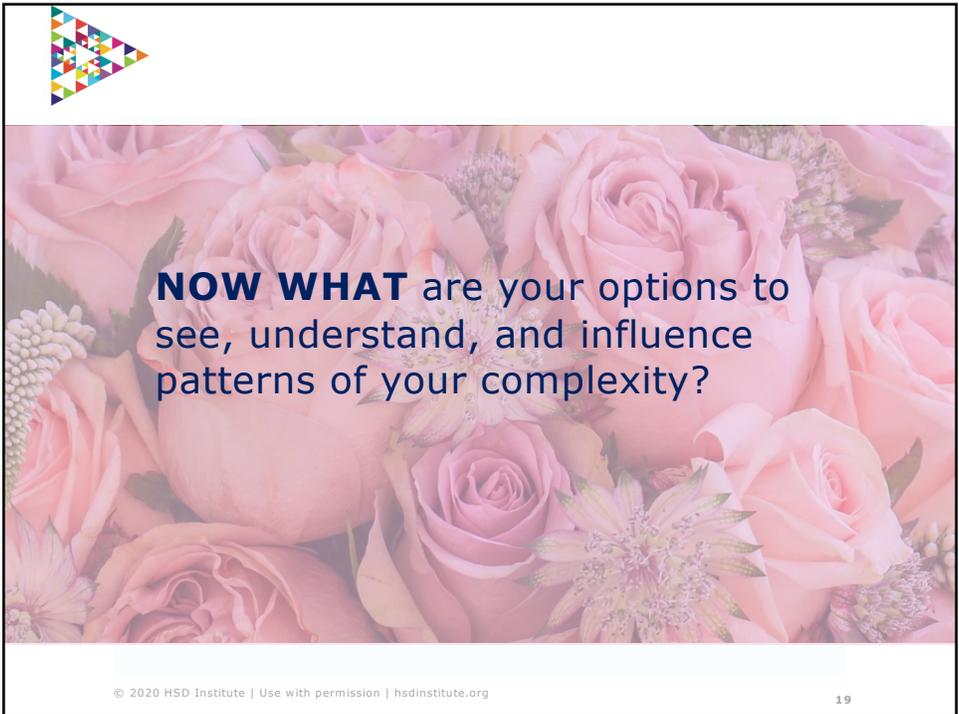
© 2020 HSD Institute | Use with permission | hsdinstitute.org

17



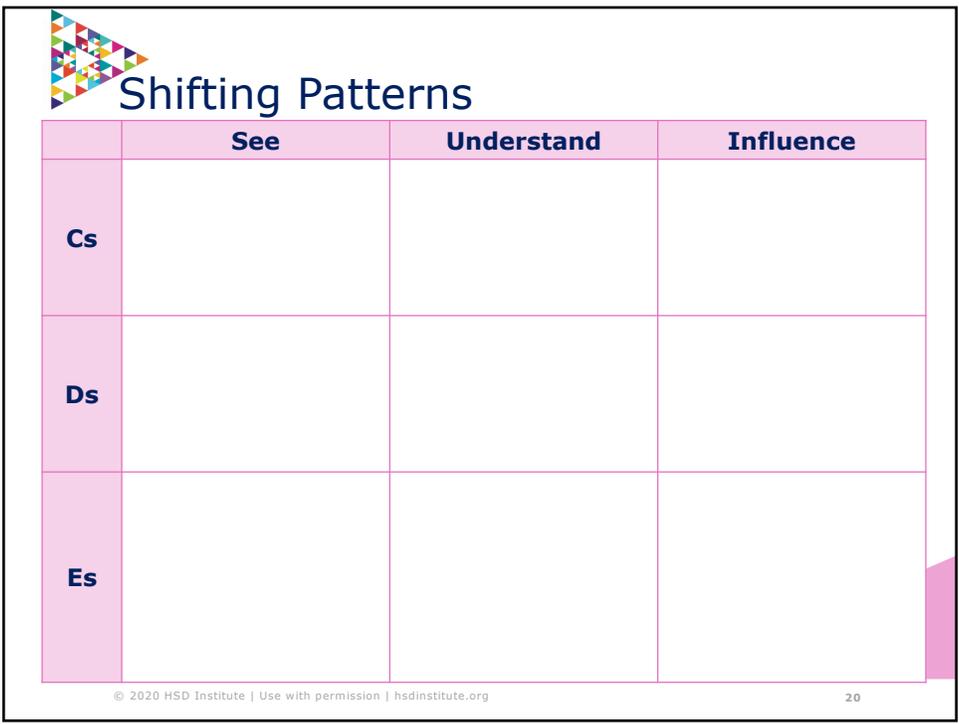
© 2020 HSD Institute | Use with permission | hsdinstitute.org

18



NOW WHAT are your options to see, understand, and influence patterns of your complexity?

© 2020 HSD Institute | Use with permission | hsdinstitute.org 19



Shifting Patterns

	See	Understand	Influence
Cs			
Ds			
Es			

© 2020 HSD Institute | Use with permission | hsdinstitute.org 20



Shifting Patterns: Coronavirus

	See	Understand	Influence
Cs	Homes/institutions Family(ies) Community(ies) Health workers National borders	In the depth of the epidemic, families will care for most people at home	Create at-home isolation spaces Prepare community health workers
Ds	Ill/well Young/old Immune system/not Types of virus Wealth/access Professional/not	Families need skills and tools to provide adequate care	Identify early symptoms Recognize signs that professional help is needed
Es	Traveling Sneezing Touching face Caring for others Testing for virus Spreading news	Getting ready to adapt	Distribute information and materials to support adequate and safe home care

© 2020 HSD Institute | Use with permission | hsdinstitute.org 21



Other Resources

- ▶ *Adaptive Action: Leverage Uncertainty in Your Organization* (Eoyang & Holladay, 2013)
- ▶ *Facilitating Organization Change: Lessons from Complexity Science* (Olson & Eoyang, 2001)
- ▶ *Leading in Complexity: Essential Skills in Action* (Mennin, Eoyang, Nations, 2014)
- ▶ *Leading in Complexity: A program for non-profit leaders* (Negstad and Eoyang, online 2020)
- ▶ Free monthly webinars (1-hr session)
- ▶ Frequent Adaptive Action Labs (2, 3-hr sessions)
- ▶ HSD Professional Certification Training (virtual and in person)
- ▶ www.hsdinstitute.org
- ▶ Join our community to receive regular mailings (info@hsdinstitute.org)

© 2020 HSD Institute | Use with permission | hsdinstitute.org 22



Today We Will Explore . . .

- ▶ WHAT is Pattern Logic?
- ▶ SO WHAT simplicity does Pattern Logic reveal in complexity?
- ▶ NOW WHAT are your options to see, understand, and influence patterns in your complexity?



Thank you!

