



Human Systems Dynamics Institute

Quarterly Meeting
September 12, 2013



Welcome!

- » Today's Agenda
- » What's Coming Up in HSD?
 - » *Glenda Eoyang*
- » Seeing Patterns; Making Choices
 - » *Scott Campbell*
- » What is 339?
 - » *Tamara Easter*



What's Coming Up in HSD?

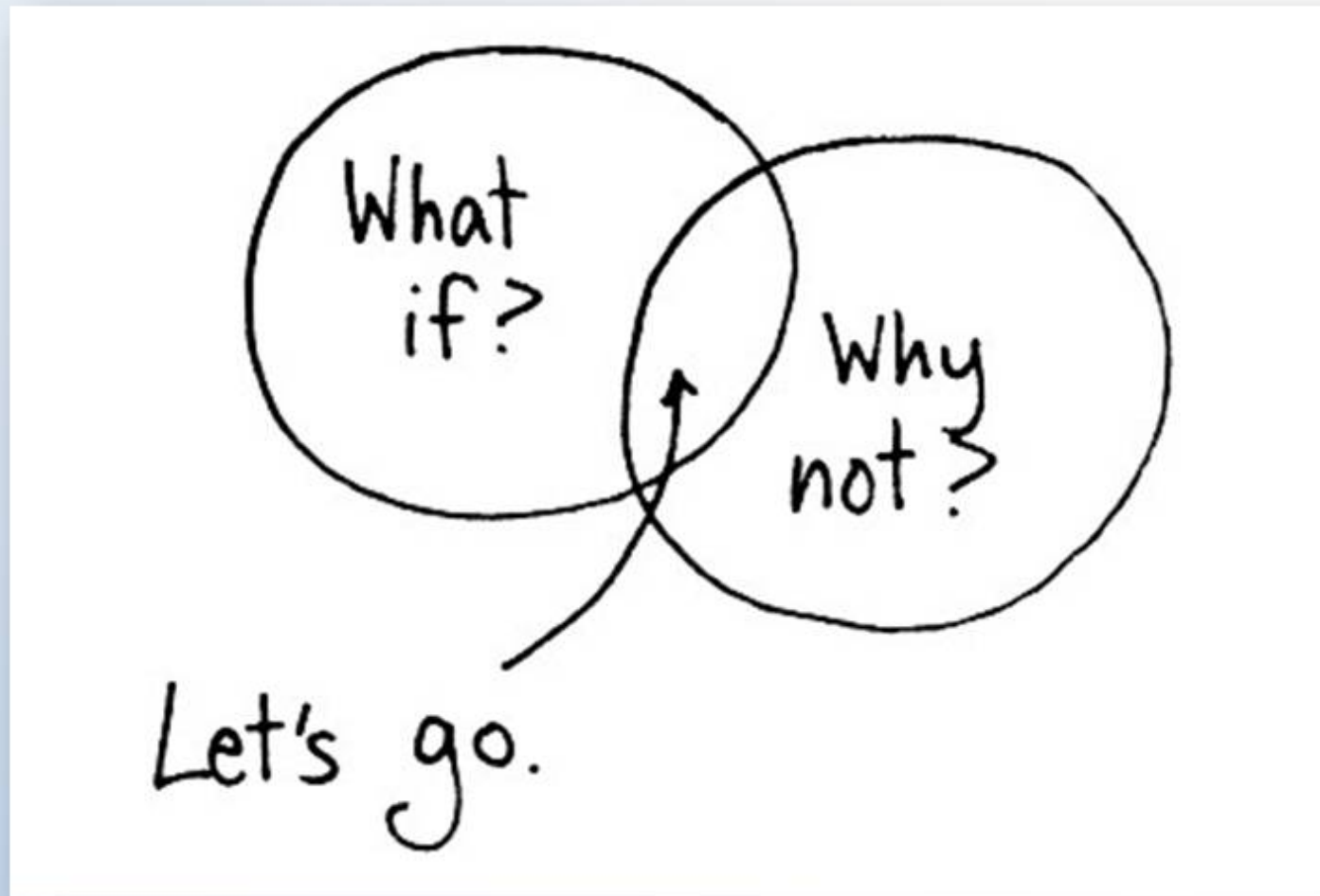
Glenda Eoyang

What's Coming Up in HSD?

- » Training around the world
- » HSD Conference late September 2014
- » New e-marketing campaign
- » *Mastering the Sales Process* 9/20/13
CM Perme benefits the HSD Scholarship Fund
- » Public speaking AEA, SIM, PACT, MnODN
- » Temple University
Leadership for Health Professionals, 2014
- » Research:
 - » Emergent Change with international pharma company
 - » Resilience in Community with Finnish Government



What is coming up for you and your HSD practice?



HSD Praxis Design



- » Goal: Prepare Associates to recreate their HSD theory and practice continually
- » Objectives:
 - » Encounter HSD principles, models, methods, and practices
 - » Apply worldview, theory of change, and inquiry stance to engage with sticky issues in the real world
 - » Extend personal and collective theory and practice to build adaptive capacity for individuals, teams, organizations, and communities

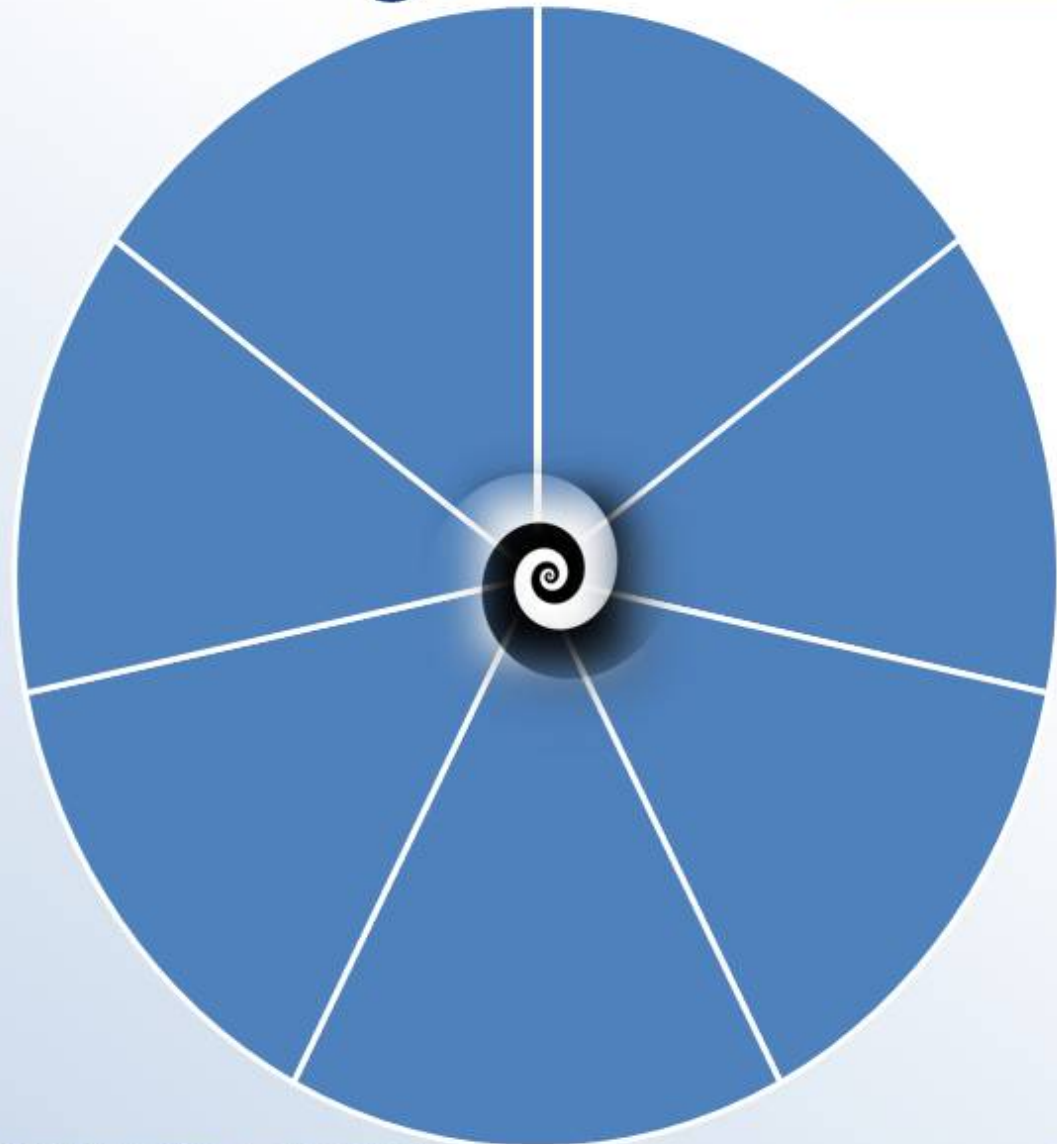
Constraints

- » Experience as well as talk about and practice pattern-forming self-organization
- » Implement the simple rules of HSD
- » Make resource commitment equivalent to current training
- » Engage Associates after they are certified
- » Be available internationally
- » Require less travel time and expense
- » Respect the patterned and emergent nature of the HSD theory and practice

HSD Praxis Design



» Strategies



HSD Praxis Design

» Strategies

Cohort attends 3-day session

- Encounter basic HSD theory and practice
- Build community
- Orient to the learning experience



Patterns
and
Possibilities

HSD Praxis Design

» Strategies

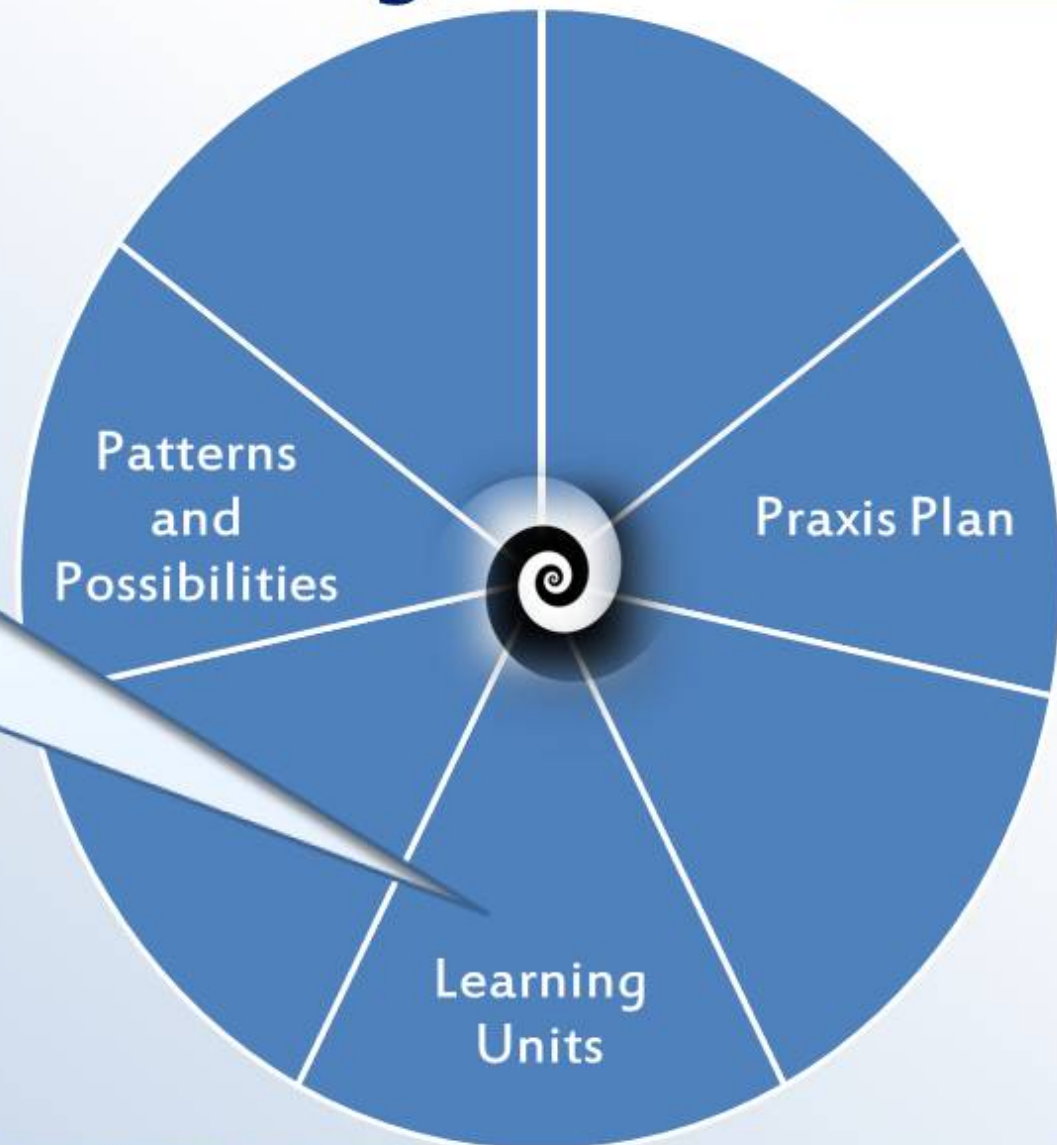


HSD Praxis Design

» Strategies

Select and complete topical units

- Encounter new ideas
- Apply HSD principles, models, and methods
- Extend skills and knowledge into future



HSD Praxis Design

» Strategies

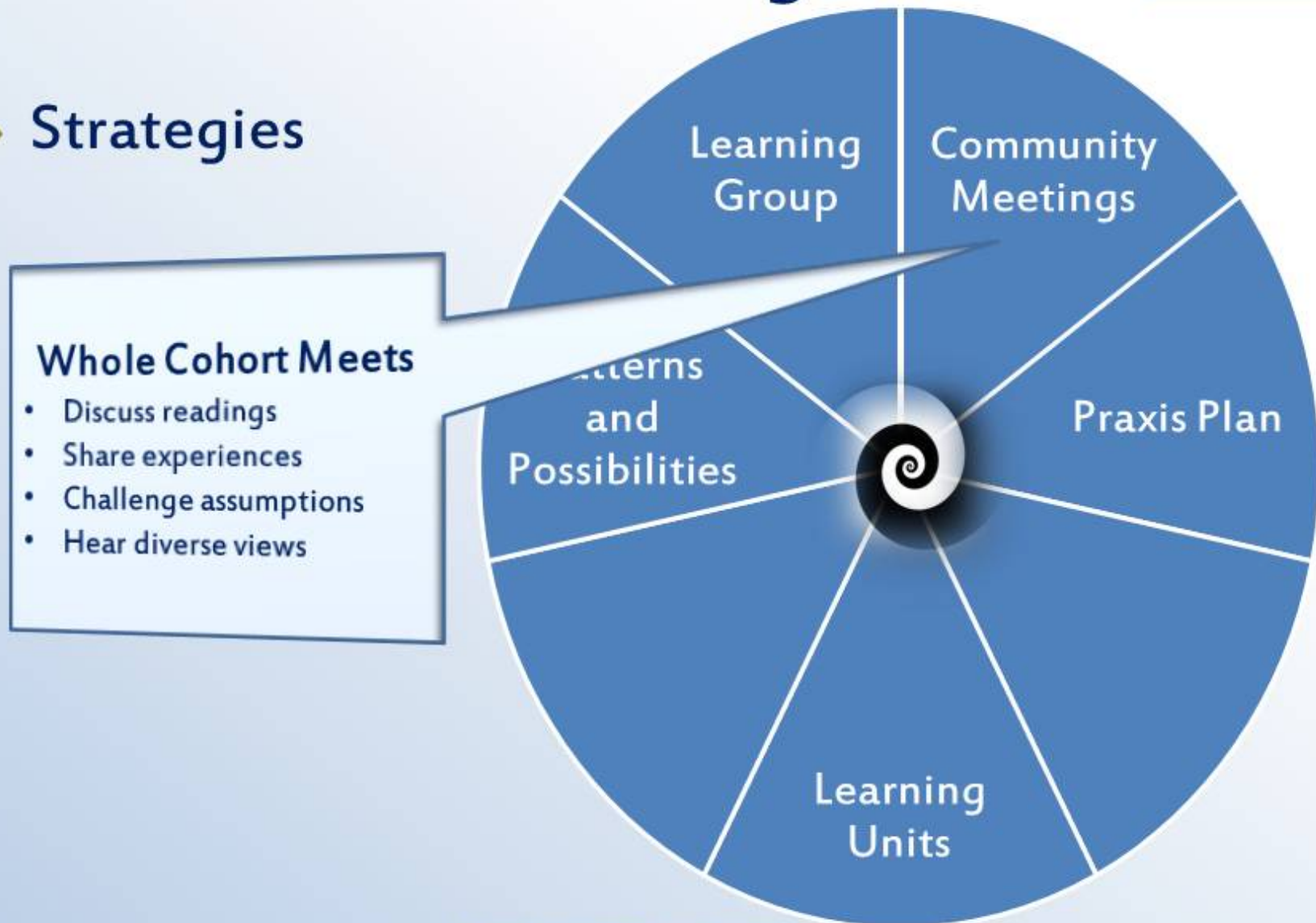
Five learners meet with a Praxis Partner

- Share Adaptive Action Experiments
- Give and get generative questions for the next Adaptive Action cycle



HSD Praxis Design

» Strategies



HSD Praxis Design

» Strategies

Wider HSD community

- Explores HSD applications
- Encounters new theory and practice
- Share reflections with the community



HSD Praxis Design

» Strategies

Learners engage in threaded conversation

- Share questions & insights
- Give and get support
- Build relationships



HSD Praxis Design

» Strategies



Logistics

- » Glenda Eoyang leads all virtual workshops and community sessions
- » Opening 3-day Patterns and Possibilities
Jan 23-25, Dallas TX
- » Includes copies of
Adaptive Action and *Radical Rules*
- » Online engagement Jan-May and July-Nov
- » 35 learners per session
- » Praxis Partner relationships
- » Total time and cost is same as HSDP
- » Registration opens Oct 1



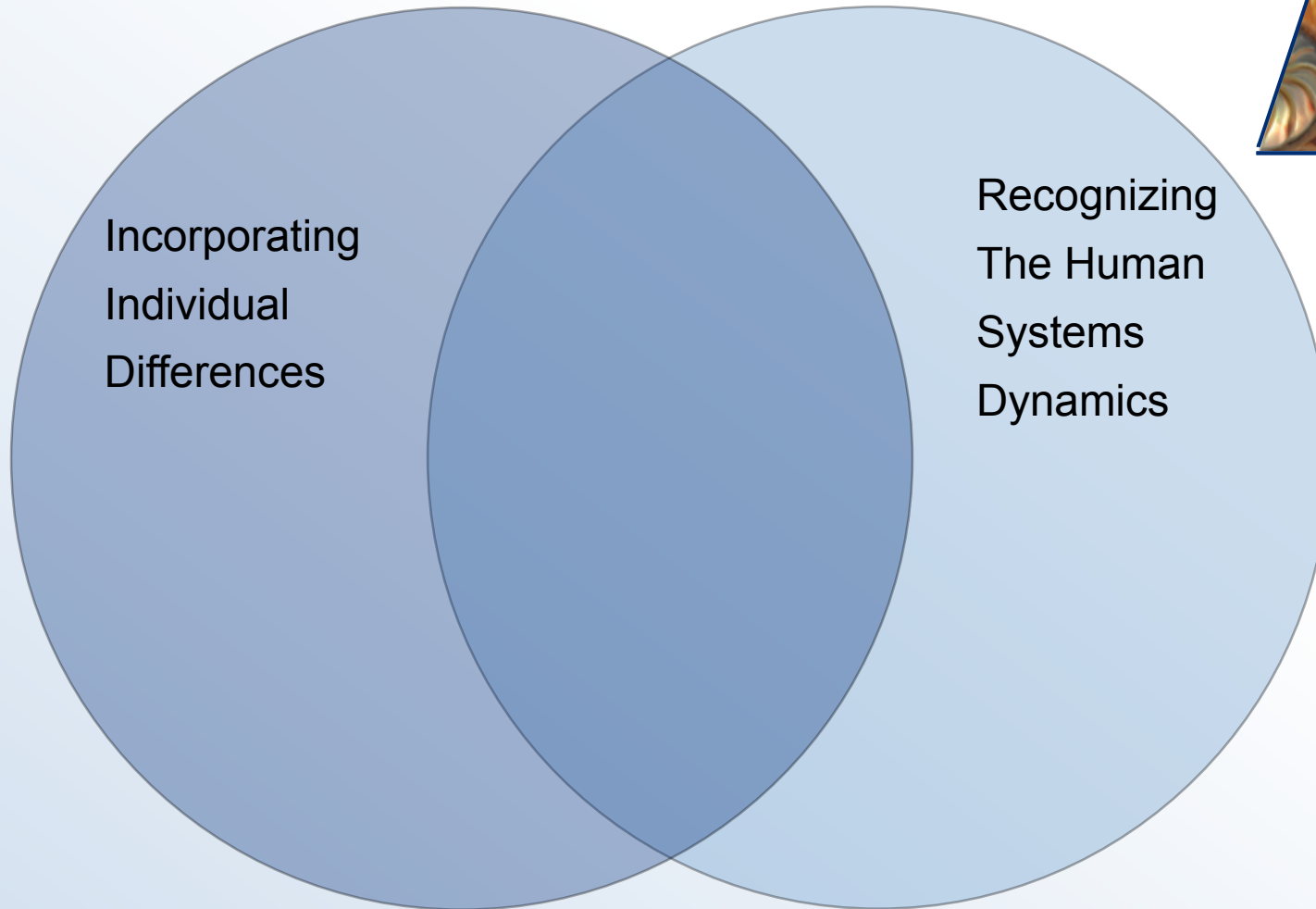
Seeing Patterns; Making Choices *Scott Campbell*

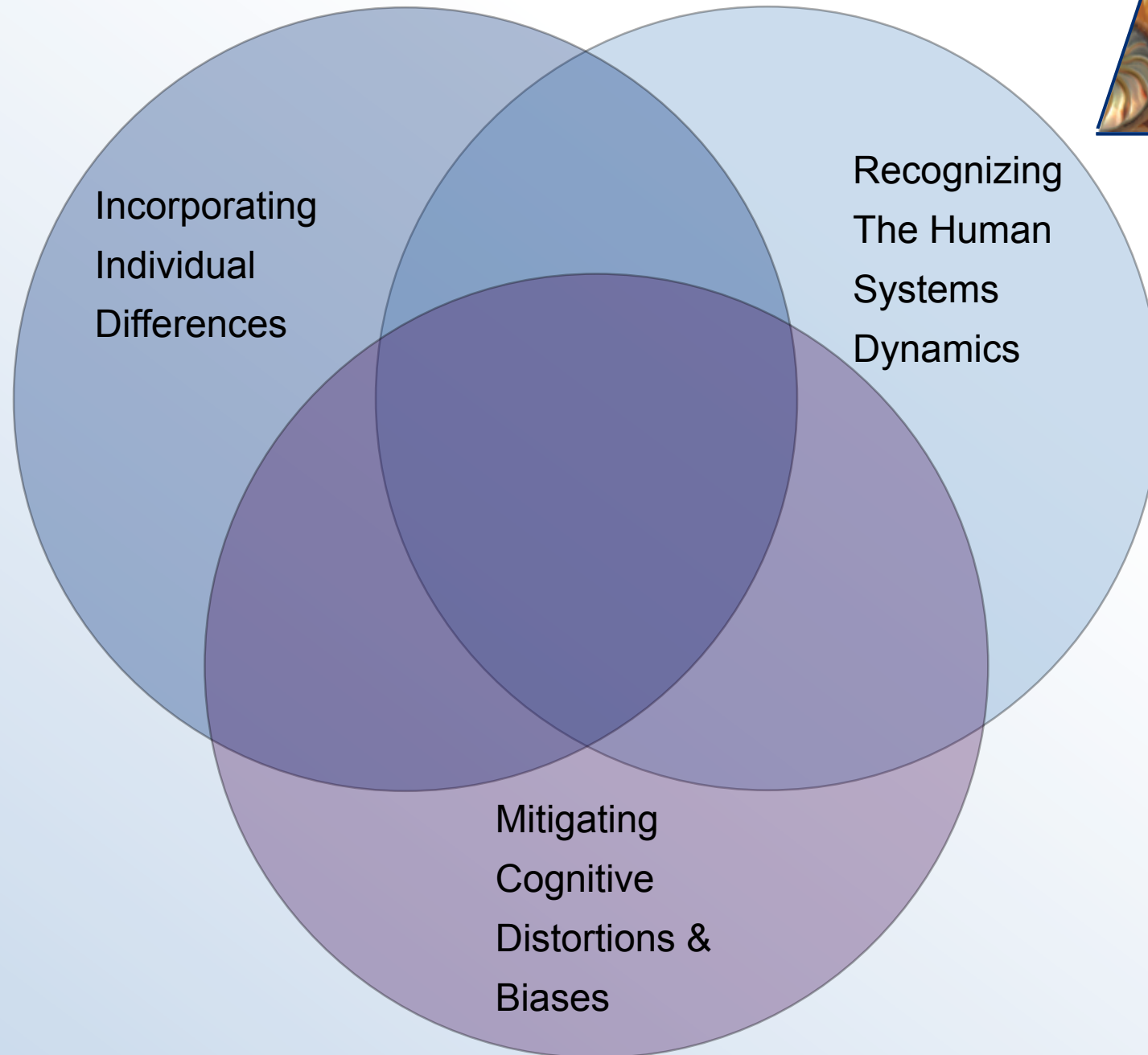
Seeing Patterns, Making Choices

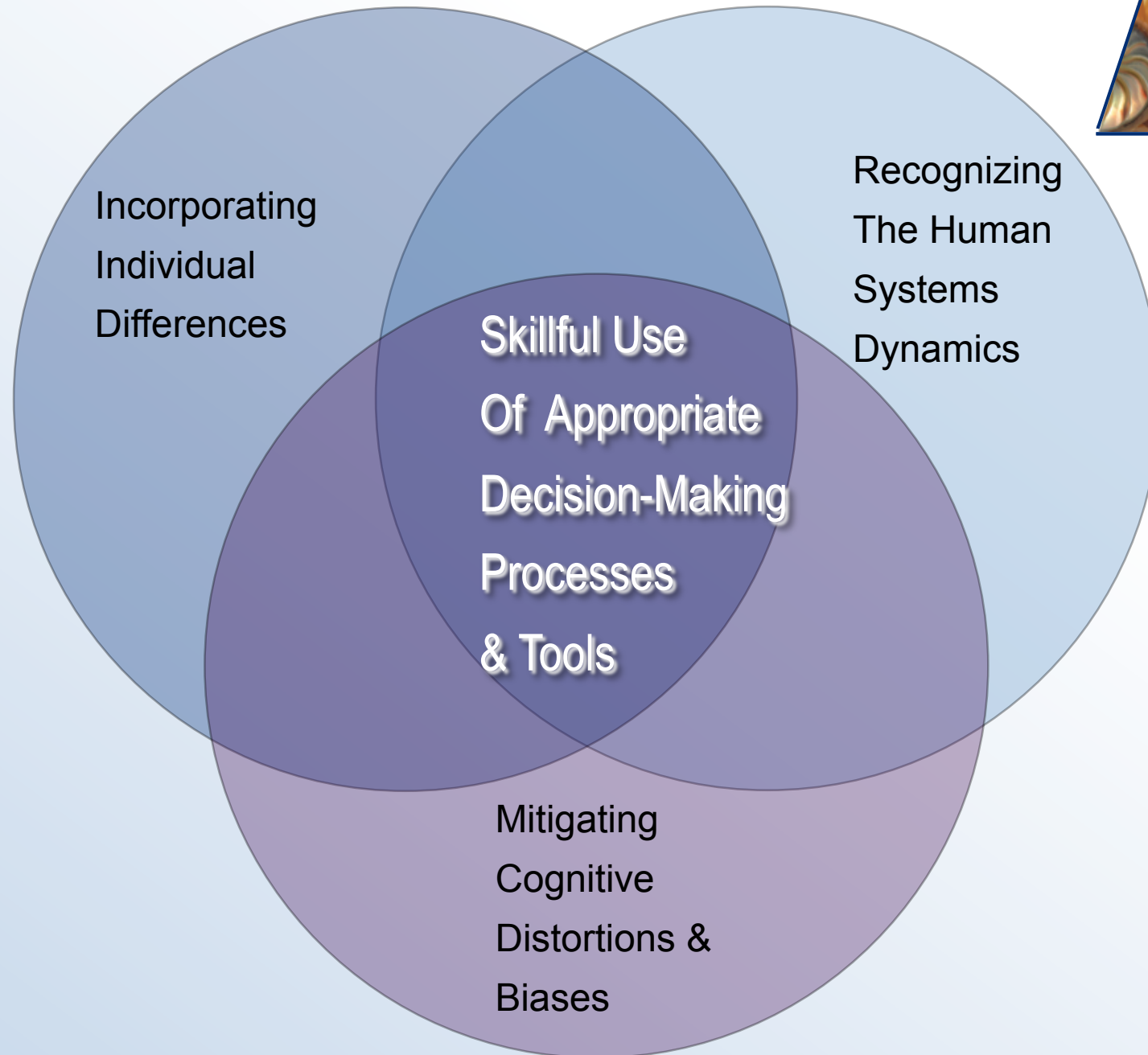


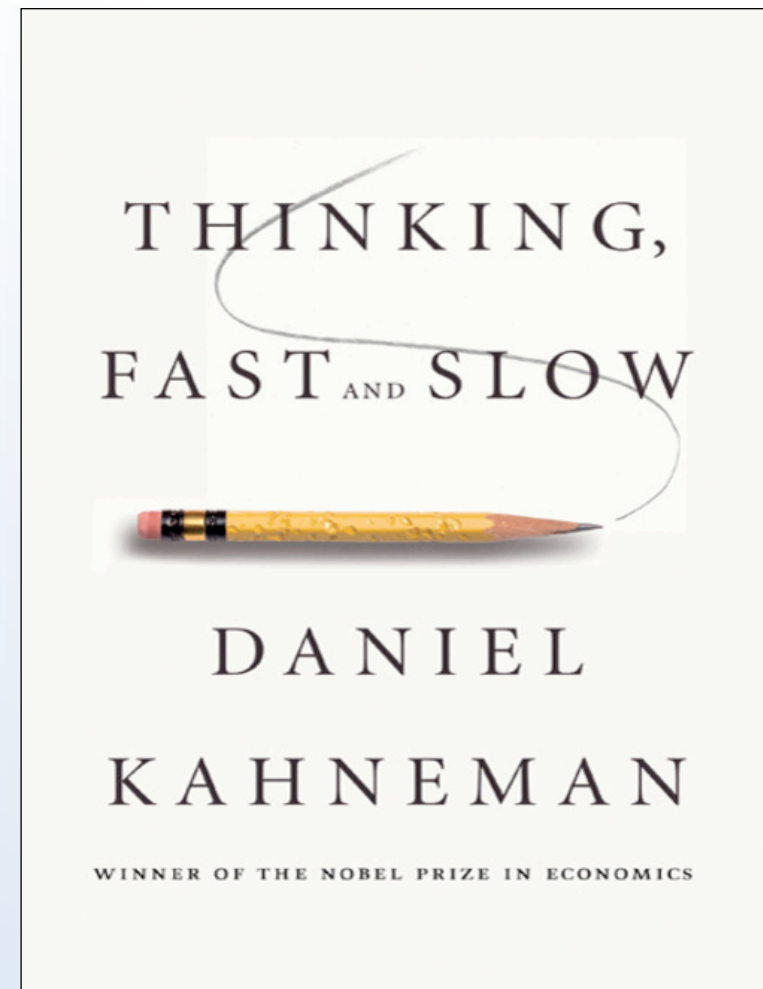
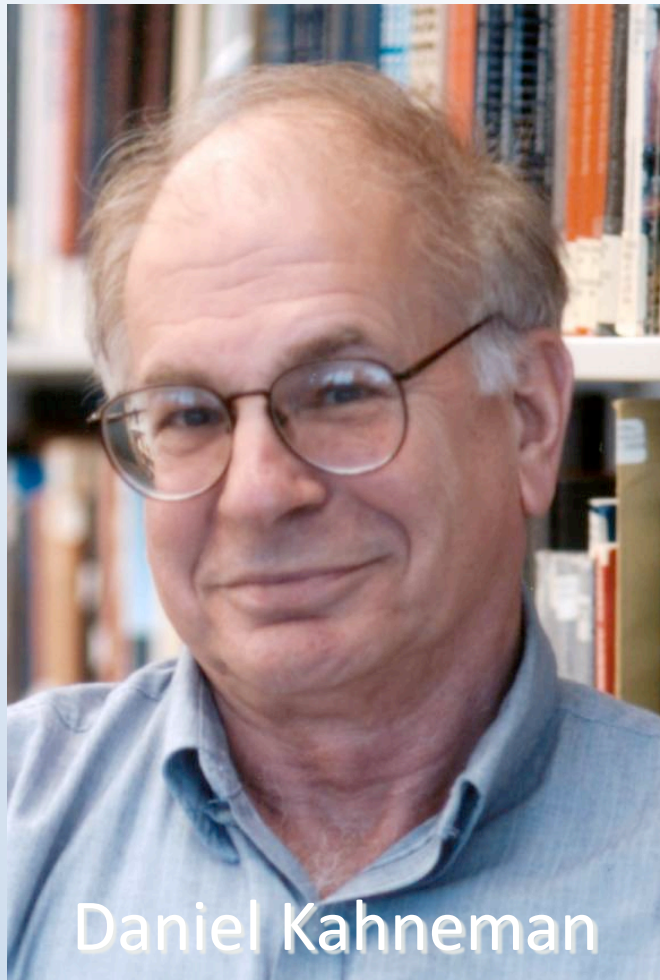


Recognizing The Human Systems Dynamics









System 1 Thinking

System 2 Thinking

System 1 Thinking

System 2 Thinking

System 1 Thinking

Unconscious

Automatic

Quick

Uses intuition

Generates impressions,
feelings, & inclinations

Neglects ambiguity &
suppresses doubt

Biased to believe & confirm

System 2 Thinking

A bat and ball together cost \$1.10.

The bat costs \$1.00 more than the ball.

How much does the ball cost?



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5 cents

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System 2 Thinking

Conscious

Effortful

Slower

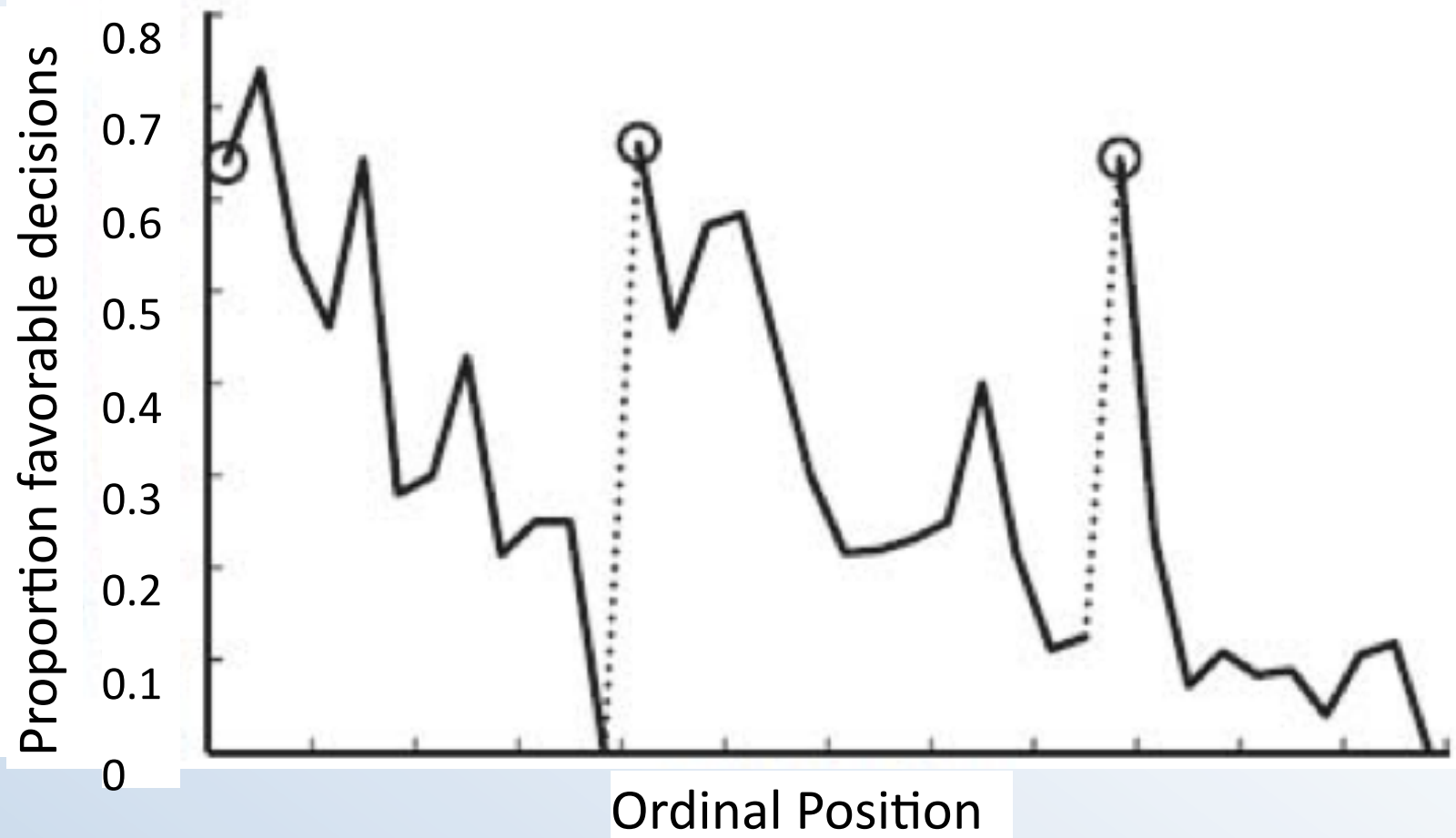
Uses reasoning & logic

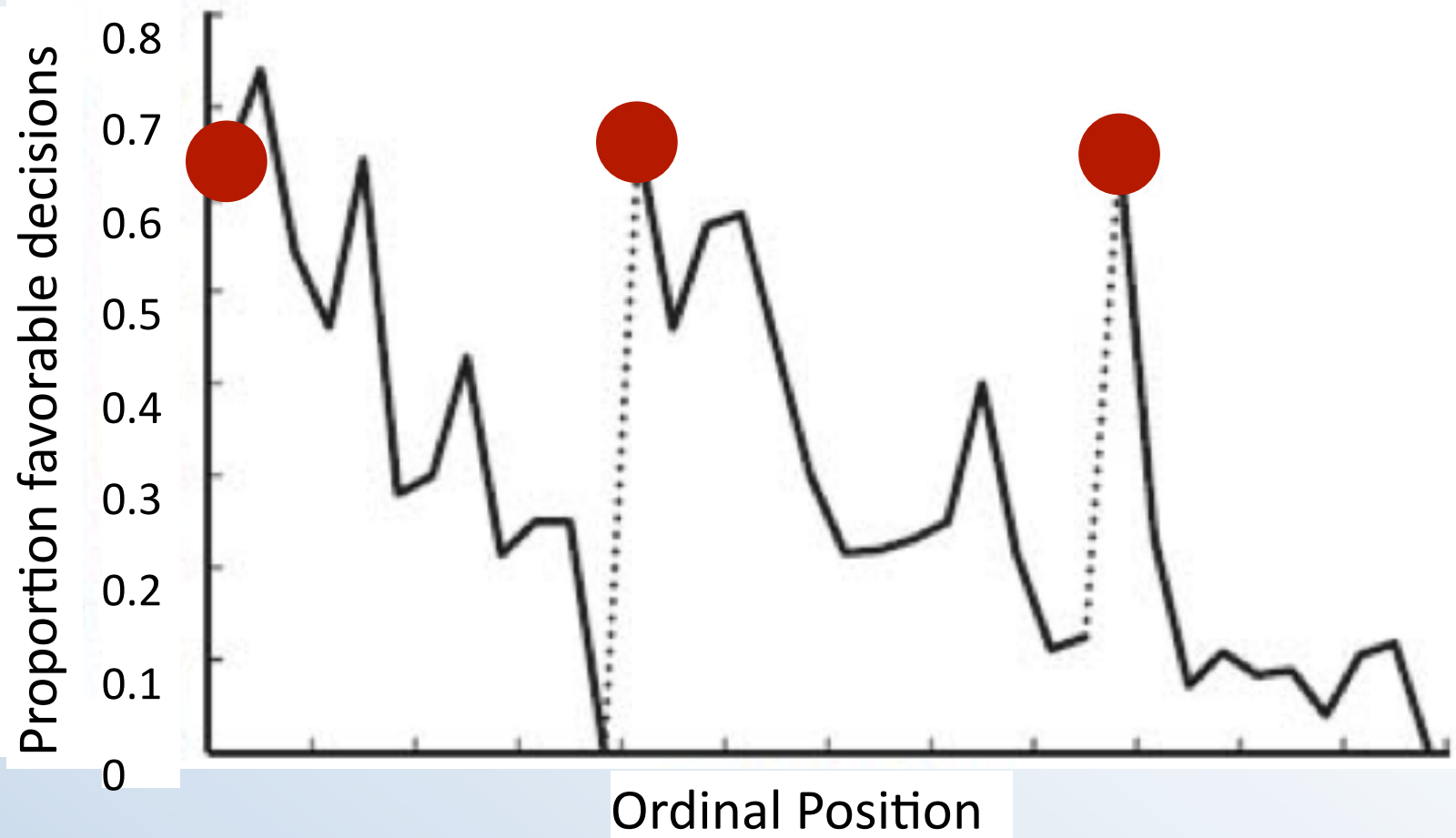
Abstract hypothetical
thinking

Suppresses System 1

Requires lots of energy







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Cognitive Bias

A pattern of deviation in
perception & judgment

You can't see it when it's happening.

You can't see it when it's happening.

We don't think they happen to us.

How might cognitive biases
impair our ability to see
patterns and system
dynamics?

In a telephone poll of 300 seniors,
60% support President Obama.



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How would you summarize that message in 3 words?

In a telephone poll of 300 seniors,
60% support President Obama.



Elderly support President.

In a telephone poll of 300 seniors,
60% support President Obama.



Sample size insufficient.

Inensitivity-to-Small-Numbers Bias

Write your answer down
such that you are 90%
confident the correct answer
lies within that range.

I am 90% confident that the number of days of an African elephant's gestation period is between _____ and _____.



I am 90% confident that the number of days of an African elephant's gestation period is between _____ and _____.

Correct Answer:

645 days



I am 90% confident that the weight of an empty Boeing 767 airplane period is between _____ and _____.



I am 90% confident that the weight of an empty Boeing 767 airplane period is between _____ and _____.

Correct Answer:

390,000 lbs.

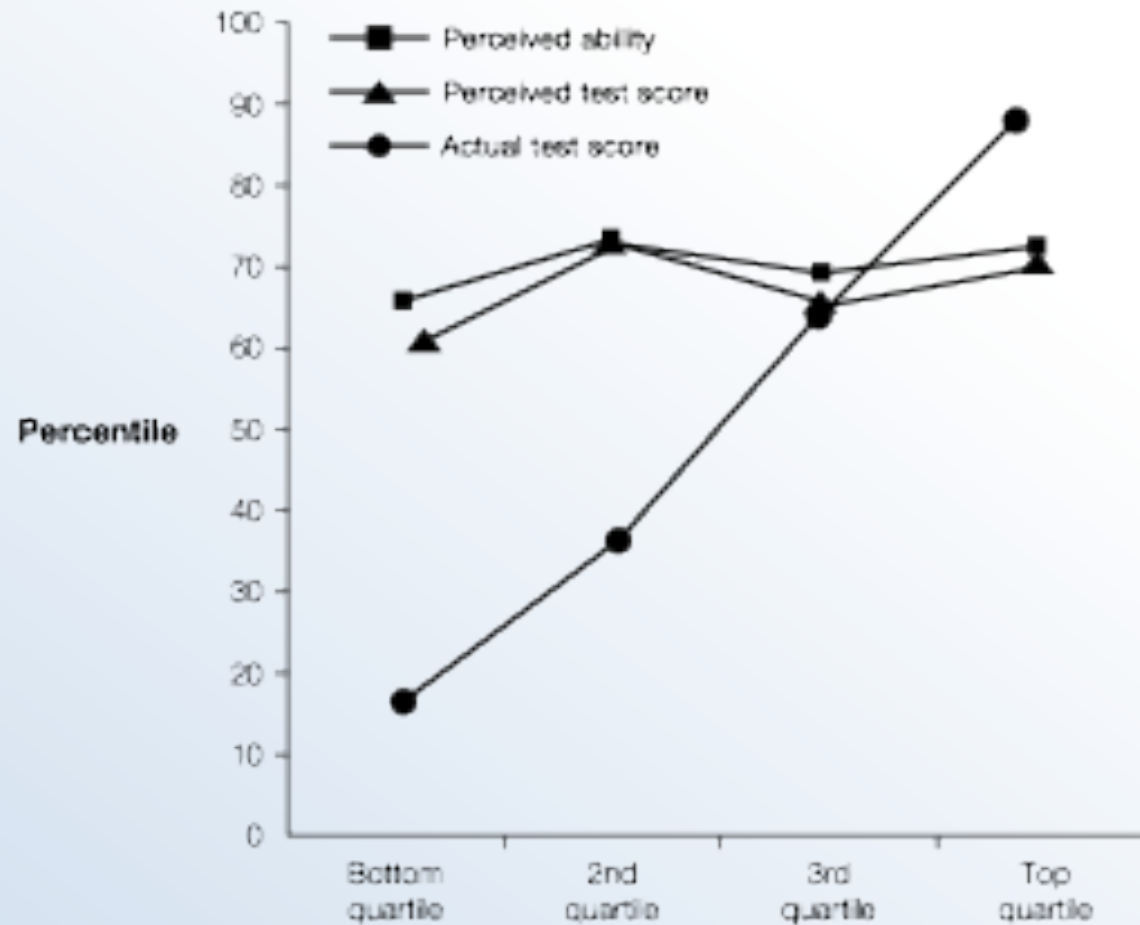
177,000 kg.



Overconfidence Bias

Overconfidence causes people to overestimate their knowledge, underestimate risks, and exaggerate their ability to control events

The least competent are often the most confident



Source: Justin Kruger and David Dunning, "Unskilled and Unaware of It: How Difficulties in Recognizing One's Own Incompetence Lead to Inflated Self-Assessments." *Journal of Personality and Social Psychology* 77, no. 6 (1998): 1121-1134.







Confirmation Bias

A tendency to seek out and assign more weight to evidence that confirms their ideas, beliefs, assumptions, and hypotheses, and ignore or under-weigh evidence that could disconfirm these.

Cognitive Biases

You can't see them when they're happening.

We don't think they happen to us.

Three Quick Suggestions

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1. Don't trust your intuition unless it's an area of true expertise.
2. Ask how you could be wrong.
3. Seek disconfirming evidence.

Thanks!



What is 339? *Tamara Easter*

What is 339?

A data collection method from the HSD Institute Cohort 28

You need:

- A lo-fi video recorder, typically a cell phone
- 3 participants x 3 minutes each



You get: 9 minutes of data

Why Use 339?

We are dealing with a highly complex world that is competitive, turbulent, and global.

- No solution is sustainable
- We need adaptive methods to keep pace
- Has the potential to build learning organizations
- Innovation starts with people. Ask questions, and often.



Why Video?



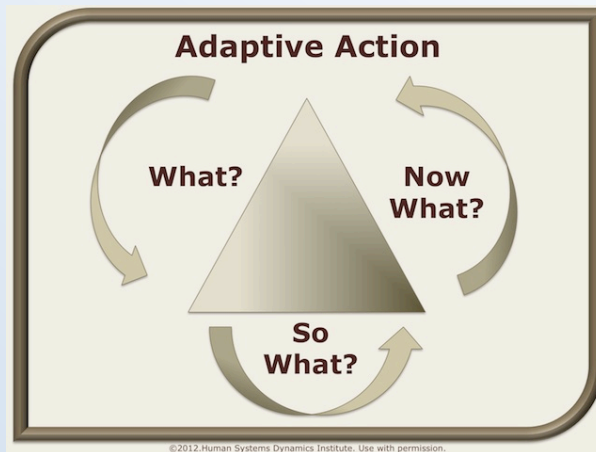
More detail for analyzing
human interaction

- Captures emotion and non-verbal communication
- Less likely to be misinterpreted
- Provides a discussion piece for evaluators

Applications



339 complements Adaptive Action



- Feedback: employees, stakeholders, customers
 - Evaluation: trainings, programs, processes
 - Identify patterns: multiple scales
 - Can ask the: What? So What? And Now What?
 - Potential to build transparency and trust
 - Develop organizational learning
-
- What worked—solution to dilemmas: Share solutions within an organization to enhance learning across organizational boundaries
 - Identify pitfalls and stumbling blocks in processes, teams, etc.

Benefits/Drawbacks



BENEFITS

- Iterative
- Fast and inexpensive
- Reveals patterns in organization on multiple scales
- Gains rapport
- Promotes transparency
- Portable
- Easy to access and share with others – post to the web; use in meetings to capture important points, understandings, commitments for stakeholders who are absent

DRAWBACKS

- Small sample
- Might be intimidating to interviewee
- May limit what interviewee is willing to share

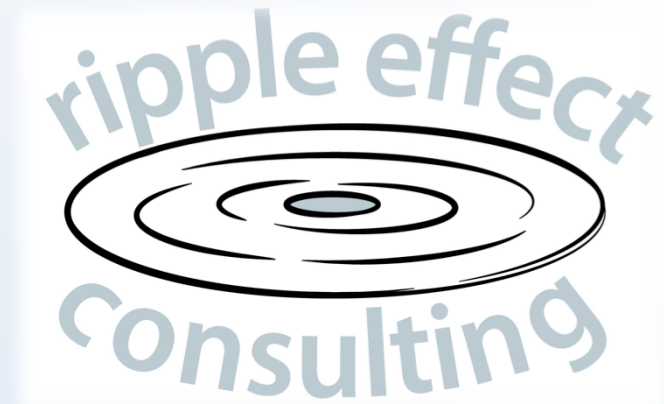
Summary

- 339 is a data collection method
- We need fast, iterative methods to deal with a highly complex world
- Has the potential to build learning organizations and utilize its people, a key resource for innovation

Questions?



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For more information...



» Books

- » Facilitating Organization Change (Olson & Eoyang)
- » Coping with Chaos (Eoyang)
- » Seeing and Influencing Patterns (Holladay & Quade)
- » Radical Rules for Schools (Patterson, Holladay, Eoyang)
- » Adaptive Action (Eoyang & Holladay)

» Web

- » Wiki.hsdinstitute.org
- » www.hsdinstitute.org
- » Hsdcommunity.ning.com
- » #hsd
- » @glendaeoyang @rjholladay

More Opportunities!



Training:

- Webinars
- Certification Training
 - London 2013
 - Blended HSDP 2014
 - Custom Training
 - Certification
 - Short Courses
 - Wicked Issue Workshops
- Open Classes
 - Tasters
 - Agent Training

Upcoming Webinars



26 Sep 11:00 – 12:00 CDT	Working Together: Setting Conditions for Collaborative Action
10 Oct 11:00 a – 12:00 n CDT	Accountability: Deliver Unexpected Value
24 Oct 11:00 a – 1:00 p CST	Moving Forward in Complexity: Strategy for the 21 st Century
14 Nov 11:00 a – 12:00 n CST	Resilience: Adapt, Redesign, Implement
5 Dec 11:00 a – 12:00 n CDT	HSD Associates and Friends: Annual Virtual Open House



Thanks!

- » To our presenters for sharing their insights and learning from their own journeys.
 - » Scott Campbell
 - » Tamara Easter
- » To Mary Nations for continued technical and personal support in our shared, ongoing journey
- » To our Board members for their continued interest and contributions



And to you...

Please accept our heartfelt thanks for the ways you each contribute to the HSD Network, the HSD Institute, and the field of Human Systems Dynamics.

Stay in touch!